Gandhi Memorial College Of Education Bantalab Jammu
ISSN - 0974 - 1739

NHRD Network Journal

April 2015 Volume 8 Issue 2

Research and Evidence based HR

Dr.Vinayshil Gautam
Dr. Jyotsna Bhatnagar
Dr. Arvind N. Agrawal
Dr. Sandeep K. Krishnan
Dr. Snigdha Pattnaik
Dr. D. Prasanth Nair
Anjan Bhowmick
Dr. Prithviraj Chattopadhyay
Dr. Sasmita Palo and Dr. Afsha Dokadia
Dr. Saundarya Rajesh
Prof. Arup Varma
Prof. Rajesh Chandwani
Dr. Aquil Busrai
Vivek S. Patwardhan
Siddharth S. Naga
Prof. Upam Pushpak Makecha and Ashok G.
Rekha Rao
Dr. Virendra P. Singh
Dr Jayshree Suresh & Dr. R. Krishnaraj
Prof. Vasanthi Srinivasan
Dr. Rajeshwari Narendran
Dr. Pritam Singh and Dr. Asha Bhandarker

5530

A Quarterly Publication by National HRD Network

www.nationalhrd.org

CC-0. National HRD Network Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

NHRD Network Journal

Research and Evidence based HR

Volume 8 Issue 2 April 2015

NHRD Network Board Members

National President:	**Rajeev Dubey,** President, Group HR & After-Market & Member of the Group Executive Board, Mahindra & Mahindra Ltd
Past National Presidents:	**Dr. T.V. Rao**, Chairman, T.V. Rao Learning Systems
	Dr. Santrupt Misra, CEO, Carbon Black Business & Director, Group HR, Aditya Birla Management Corporation Pvt Ltd
	P. Dwarakanath, Advisor, Group Human Capital, Max India Ltd
	Dr. Aquil Busrai, Chief Executive Officer, Aquil Busrai Consulting
	Dr. N.S. Rajan, Group Chief Human Resources Officer and Member of the Group Executive Council, TATA Sons Ltd
	S.Y. Siddiqui, Chief Mentor, Maruti Suzuki India Ltd
Regional Presidents:	
East:	**Nihar Ranjan Ghosh,** Executive Director, HR, Retail Sector, Spencer's Retail Ltd
South:	**L. Prabhakar**, Vice President, HR, Agri-Business Division, ITC Ltd
West:	**Anjali Raina**, Executive Director, Harvard Business School, India Research Centre
North:	**Veena Swarup,** Director, HR, Engineers India Ltd
National Secretary:	**S.V. Nathan,** Senior Director and Chief Talent Officer, Deloitte India
National Treasurer:	**Shelly Singh**, Co-Founder & EVP, People Strong HR Services
Director General:	**Kamal Singh**
Editorial Team	**L. Prabhakar,** Vice President - HR, Agri Business Division of ITC Ltd **(Guest Editor for this issue)**
	Dr. Pallab Bandyopadhyay, Managing Editor, Leadership Architect & Career Coach, HR PLUS, bandyopadhyaypallab@yahoo.co.in
	Dr. P.V.R. Murthy CEO, Exclusive Search Recruitment Consultants, pvrmurthy@exclusivesearch.com
	Dr. Arvind N Agrawal, President, Corporate Development & Group HR, RPG Group

Publisher, Printer, Owner and Place of Publication	**Kamal Singh**, Director General, NHRDN on behalf of National HRD Network, National HRD Network Secretariat, C 81 C, DLF Super Mart, DLF City, Phase IV, Gurgaon122 002. Tel +91 124 404 1560 e-mail: kamal.singh@nationalhrd.org
Printed at	**Nagaraj & Co. Pvt. Ltd.,** 156, Developed Plots Industrial Estate, Perungudi, Chennai 600 096. Tel : 044 - 66149291

The views expressed by the authors are of their own and not necessarily of the editors nor of the publisher nor of authors' organisations

Copyright of the NHRD Journal, all rights reserved. Contents may not be copied, emailed or reproduced without copyright holders' express permission in writing.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2023-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Dear Readers,

I am extremely happy to let you know that in this issue we have solely focused on the theme of research in the area of HRD. We are happy that for the first time since the inception of the NHRDN Journal, we have been able to cover such a theme exclusively.

Our heartfelt thanks to all those who have taken time off from their busy schedule to contribute to the theme, which I am sure, will stand as a value-add to our readers and also the entire HR community.

I also on behalf of our editorial team acknowledge the sincere effort and dedication that has been put forward by L. Prabhakar, guest editor for this issue, who has done a stupendous job, starting from conceptualising the issue, carefully choosing the contributors, and relentlessly following up with them to get their contributions.

Many years back Kurt Lewin, the father of action research once commented **"There is nothing practical than a good theory."** *But unfortunately many HR professionals even today believe that theory and practice are poles apart and they exist in isolation. We often forget that in order to develop rigour in any subject, we require research, and the field of HR is not an exception. We as professionals need to understand that research and practice are two faces of the same coin. And that is why probably Karl Marx once said* **"Theory without practice is sterile and practice without theory is blind."**

A symbiotic relationship between researchers and practitioners is the only way going forward to sustain the relevance of HR profession. Our effort in bringing this issue is a humble effort in this direction.

Lastly, I would like to emphasise the fact that though the major contribution to global HR theory and practice has come from developed countries, especially North America and Western Europe, with the emergence of many developing countries across the world, especially countries like India, it can only be enhanced through encouragement of high quality indigenous research carried

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

out in our novel home context. I would like to quote researchers Rousseau and Fried in this context. They said **".....the domain of organisational research is becoming more international, giving rise to challenges in transporting social science model from one society to the other.....the rapidly diversifying nature of work and work settings can substantially alter the underlying causal dynamic of worker-organisational relations."**

Our effort in bringing this issue will be meaningful if we are able to, on the one hand, get young practitioners attracted to do high quality indigenous research in Indian context, and on the other hand, get the academicians encouraged to pick genuine industry related issues as their topic for future research. My colleagues and I in the editorial team eagerly look forward to your feedback to assess our effort.

In the end, I am extremely happy to let you know our future guest editors and the themes they are going to cover for you. They are as follows:

1. *Dr. Vishal Shah (July, 2015 on the theme 'Learning, Leadership & Performance in the Changing Business Context')*
2. *Dr. Rishikesha Krishnan (October, 2015 on the theme 'HR in Innovative Organisations')*
3. *Sonali Roychowdhury (January, 2016 on the theme 'Building Diversity in Leadership')*

I am sure you are going to appreciate the themes that they have selected as their focus for future issues.

Look forward to continuously interact with you all at
bandyopadhyaypallab@yahoo.co.in

Happy reading !!!!!

Dr. Pallab Bandyopadhyay
Managing Editor
(on behalf of the Editorial Team)

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Readers Corner

Dear Dr. Sandeep and Dr. Pallab,

The January edition of NHRD Journal has come out very well. The Journal features articles that are a good mix of practice and research. Congratulations!

Thanks and regards,

— **T.N. Krishnan,**
Fellow (IIM - Ahmedabad)
Associate Professor, OB & HR Area
Indian Institute of Management,
Kozhikode, Kunnamangalam,
Kozhikode – 673570

Sir,

Congratulations for the distinguished position as the Managing Editor of NHRDN Journal.

Also thanks to the entire team for the pain and efforts taken in conclusively penning down most inspiring and innovative HR articles

Kind regards,

— **V.K. Gopalan**
Senior Manager
Reliance Industries Limited
NHRDN / NIPM Life member

Dear Sir,

I would like to complement you for the high quality NHRD Journal that is now flowing out. I wanted to know how can I contribute to it and what will be the topic for next one.

Best Regards

— **Manisha**
NHRD Life member,
Delhi

Dear Dr. Sandeep /Dr.Pallab,

Greetings from AHRD.

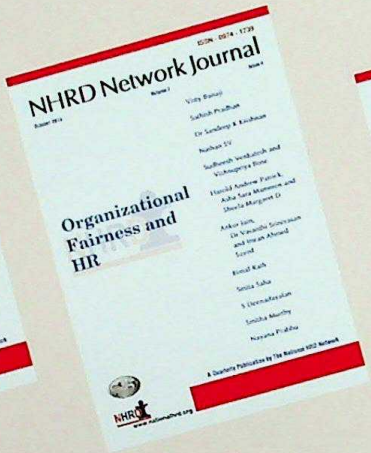
I thank you for the wonderful effort. The Journal has come really beautifully and has a lot of scholarly value. Words fail me in expressing my thanks to Dr. T.V. Rao for sprouting all these endeavours with his vision and brilliance.

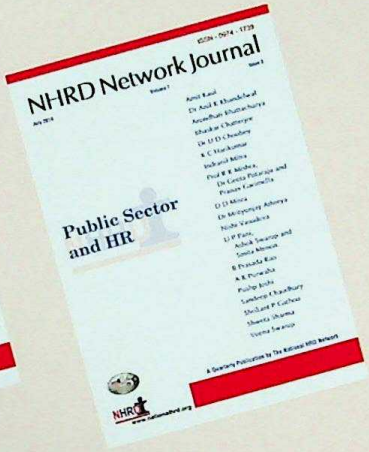
— **Dr. Rajeshwari Narendran**
Director
Academy of HRD
Ahmedabad – 380059

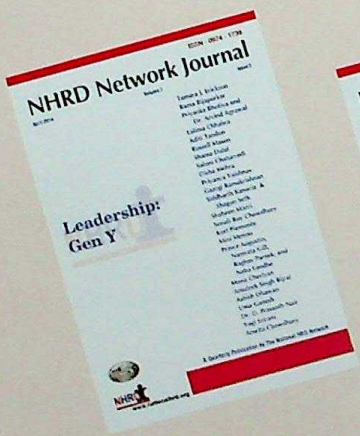
CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

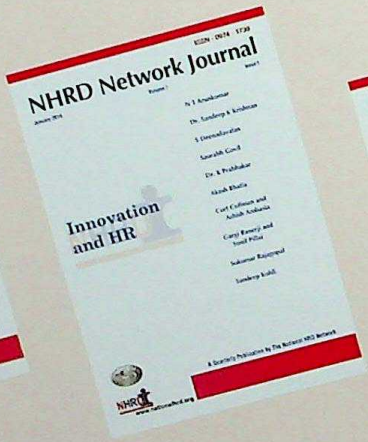
Gandhi Memorial College Of Education Bantalab Jammu

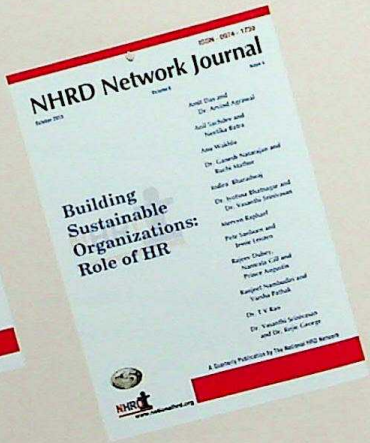
Some of our Previous Issues

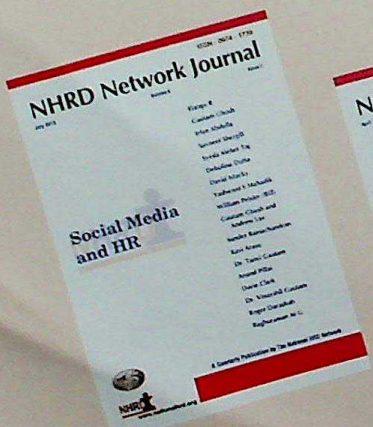


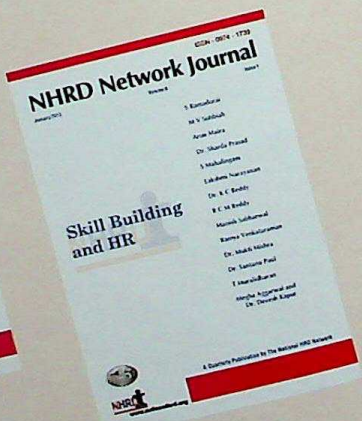












CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

CONTENTS

S.No.	Title of Article	Author	Page No.
1.	Longitudinal Thinking: A managerial approach to understanding legacy and charting action	Dr.Vinayshil Gautam	1
2.	A framework of Strategic HRM in Indian organisations: A study of managers	Dr. Jyotsna Bhatnagar	6
3.	Examining impact of strategic leadership on effectiveness of business organisations	Dr. Arvind N. Agrawal	16
4.	Determinants and outcomes of intention to quit amongst IT professionals	Dr. Sandeep K. Krishnan	22
5.	Performance Appraisal systems – A study in the aluminium industry in Odisha	Dr. Snigdha Pattnaik	29
6.	Determinants of human responses in mergers and acquisitions	Dr. D. Prasanth Nair	33
7.	Examining the relationship between organisation structure and perceived innovation – A study of Indian organisations	Anjan Bhowmick	39
8.	The consequences of being different	Dr. Prithviraj Chattopadhyay	45
9.	Learning across generations	Dr. Sasmita Palo and Dr. Afsha Dokadia	50
10.	Formalising Flexible Working methods – the panacea to low women's workforce participation?	Dr. Saundarya Rajesh	54
11.	Host country national willingness to help expatriates – The role of in-group / out-group categorisation	Prof. Arup Varma	62
12.	HR systems for scaling up of social enterprises	Prof. Rajesh Chandwani	67

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

S.No.	Title of Article	Author	Page No.
13.	Will the twain ever meet – Dilemma of industry academia interface	Dr. Aquil Busrai	73
14.	Innovative Employee Relations Practices	Vivek S. Patwardhan	78
15.	"Therapeutic HR" — it's business impact	Naga Siddharth S	86
16.	Is strategic HR alignment sufficient? – A study of HR practices in a retail chain	Prof. Upam Pushpak Makecha and Ashok G.	93
17.	Engaged employees lead to delighted patients	Rekha Rao	97
18.	Research, Exploration and Truth seeking : Reminiscences	Dr. Virendra P. Singh	102
19.	Pleasures and Pains of a Ph.D. Guide	Dr. Jayshree Suresh and Dr. R. Krishnaraj	106
20.	Being a Research Guide	Prof. Vasanthi Srinivasan	112
21.	An odyssey into the wonderland of Research	Dr. Rajeshwari Narendran	115
22.	Odyssey to leadership: Mantras to lead	Dr. Pritam Singh and Dr. Asha Bhandarker	118
23.	Academy of HRD : 25 years in the pursuit of knowledge creation	Dr. Rajeshwari Narendran	132
Book Reviews			
24.	"Research methods in Human Resource Management – Investigating a business issue": authored by Dr. Valerie Anderson	Arnab Goswami and Paridhi Gupta	135
25.	"Lean In : Women, Work and the Will to Lead": authored by Sheryl Sandberg	Rekha Rao	137

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

EDITORIAL REFLECTIONS

L. PRABHAKAR
is currently the Vice President, HR, Agri Business Division of ITC.

(Guest Editor for this issue)

It's a privilege to have been given the opportunity to be associated with this edition of NHRD Journal. I sincerely thank the Editorial Board for reposing their faith in me. It's a Journal I always look forward to, and how I wish it had been around during my student days and the early part of my career.

When you have the Journal being published so regularly every quarter for so many years on a given theme, it becomes difficult to come up with a theme that is not repetitive. So I asked myself a few questions – What can I see that needs to be done more and better by HR professionals; What is the gap being articulated by many senior HR professionals; What is the dream that I would like to live through this issue of the Journal.

Having interacted with many HR professionals across the spectrum, I noticed that for some reason, the rigour of research; the 'connect' with fundamentals and principles through 'reading and engaging' with 'classics', as they would say for literature; and 'insighting' based on quantitative analysis and experiential based reflections, is not at the levels that one would like it to be. Just in case, it were to be my personal bias, I corroborated the same with HR thought leaders from industry and academia, and it seemed to resonate with them. This also got reinforced when I read Edward E. Lawler's article titled 'Why HR practices are not evidence-based', Academy of Management Journal, 2007, Vol. 50, No. 5, pp. 1033 - 1036, *wherein he discusses the reasons for this gap, all of which are equally applicable in the Indian context.*

And, of course, I nurture a dream to be a Fellow. In the recent years, every time one got to hear of a friend or a professional colleague successfully completing the same, I realised that my reasons like 'no time' for not starting does not hold water. Or, is it the sub-conscious resistance to the rigour of statistics that one needs to go through, that was the mental block?! I may have not even taken the first baby steps, whatever may be the reason. But, here was an opportunity, to live that dream, albeit in a surrogate manner, through the contributions by eminent professionals. It was also an opportunity to bring the issue of research and evidence based HR to centre stage, and hopefully trigger a conversation and nudge many others like me who have a similar dream.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

I would like to thank the Editorial Board for allowing me to pursue the idea, and thus the theme for the Journal got crystallised as **"Research & Evidence based HR"** *and herein I would like to acknowledge the encouragement given to me by gurus like Dr. T.V. Rao and Dr. Pritam Singh.*

NHRD has been very actively associated with Research ever since its inception, as reflected in several publications, research collaboration with leading institutions in India and abroad, and the pioneering initiative of setting Academy of HRD in 1990. In that sense, the focus on research and evidence is not ab initio, but borrowing the essence of Longitudinal thinking from Dr. Vinayshil Gautam's article, a small effort in shaping the future by making a choice today.

Before I got down to working on the theme, I tried figuring out what actually is research. I found the true meaning in a quote by Albert Szent-Gyrogi who said "research is to see what everybody else has seen, and to think what nobody else has thought". *Interestingly, another Albert, the great Albert Einstein once remarked* "If we knew what it was we were doing, it would not be called research, would it?"

At a conceptualisation stage, my intent was to cover the employee life-cycle and range of HR activities. Whilst doing so, the desire was also to give the readers a glimpse of different research and evidence based approaches, different styles of writing, and more importantly, the range of issues that were pursued.

Normally, research comes across as something very 'cold'. The attempt has also been to get some of the authors to inject a bit of emotion, by getting them to share their own journey and what fuelled their passion for research.

So, after the context setting piece by Dr. Vinayshil Gautam, we straight away deep dive into strategy through Dr. Jyotsna Bhatnagar's work on strategic HRM and Dr. Arvind Agrawal's research on impact of strategic leadership. Dr. Sandeep Krishnan's research on attrition and Dr. Snigdha Pattnaik's research on performance appraisal looks at two key aspects of HR in two different sectors, namely IT and Aluminium industry respectively.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Implications of strategy in the context of mergers and acquisitions, and that of structure on innovation are discussed in researches by Dr. Prasanth Nair and Mr. Anjan Bhowmick respectively.

Having dealt with the key aspects of HR strategy and its impact, the next set of articles by Dr. Prithviraj, Dr. Sasmita Palo & Dr. Afsha Dokadia, Dr. Saundarya Rajesh, and Prof. Arup Varma focus on the different dimensions of diversity – age, gender, nationality.

An endeavour has been made to also look at research on people dimensions in the social sector reflected in the article by Prof. Rajesh Chandwani, and on the larger macro issue of academia-industry role in building talent for the nation through the work done by Dr. Aquil Busrai.

All these articles are summarisation of doctoral theses done at different points of time. However, it does not mean to say that research can and should be done only by those pursuing fellowships or doctorates or those in the academia. Research is a mindset – something that can be reflected in the work of a HR professional. There are several instances when people challenges have been addressed using a research or evidence based methodology. Also, very often research work is misconstrued to be purely quantitative. Increasingly, one finds more and more work based on qualitative research – research that is based on analysis of actual incidents and deriving insights by distilling the essence and establishing a pattern.

The next set of articles by Mr. Naga Siddharth, Prof. Upam & Mr. Ashok G., and Ms. Rekha Rao showcases examples of application of a research approach to address HR challenges. Mr. Vivek Patwardhan demonstrates how one can draw insights through qualitative research in a unique story telling type narrative format, and drives home the pillars on which sound employee relations can be established. His style and approach reminded me of 'observation' as a type of research method as detailed by Benjamin Osayawe and Rebecca Ibhaguelo in their article 'Applying Qualitative Methods in Organisations; The Qualitative Report; Vol. 10, No. 3; September, 2005; pp. 621 - 638.'

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Dr. Virendra Singh, who must be one of the few to have done a Ph.D. at the early age of 23, shares his experiences and brings out the fact that a research on a seemingly unrelated area of housing societies in Mumbai can also have learnings for HR professionals. Dr. Jayashri Suresh & Dr. R. Krishnaraj, Prof. Vasanthi Srinivasan and Dr. Rajeshwari complete the loop so to say, by sharing their personal experiences of being a Research Guide.

And finally, an article by Dr. Pritam Singh and Dr. Asha Bhandarker that was originally published in late 90s by MDI. This article on leadership mantras *drawing inferences from Indian mythology and from individual exemplars from the corporate world still remains relevant and surely will continue to be a significant piece of Indian writing on leadership.*

I felt that having discussed the power and impact of research and evidence, and on the assumption, that it may have triggered an interest for research, it is good to lead the readers to a 'tool-kit'. And, that tool-kit is a book titled 'Research Methods in HRM' *reviewed by Mr. Arnab Goswami and Ms. Paridhi Gupta. If only, I had the time, I would have liked to review the book* 'Creative Methods in Organisation Research', *edited by Michael Broussine, and a controversial sounding title* 'Hard Facts, Dangerous half-truths and Total Nonsense; Profiting from evidence based management', *written by Jeffrey Pfeffer and Robert I. Sutton.*

'Lean-In' *by Sherly Sandberg was selected for a book review for a specific purpose. As brought out by Ms. Rekha Rao in her review, here is a book, where the author draws extensively upon several researches done across the world including India, and also derives insights from her own journey of experiences. This deft weaving of perspectives drawn through quantitative researches and personal experiences on a contemporary topic like 'Gender Diversity' makes for an interesting read, and in some ways also connects to some aspects of Dr. Saundarya's research and the article on Mantras of Leadership.*

Hoping that the Journal creates adequate interest for those desiring to pursue fellowships, I requested Dr. Rajeshwari Narendran to share details of the Fellowship program offered by AHRD. Whilst

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

on this subject, I would also like to draw the attention of interested readers, to the sections on Research and Publications of leading academic institutions.

Whilst I was engaging with the contributors, I also realised that there is a 'gold-mine' waiting to be digged in the 'References'.

The endeavour has been to in one sense accelerate the momentum towards becoming an evidence based HR practitioner, similar to what has been articulated by Denise Rousseau and Eric G.R. Barends in their article 'Becoming an Evidence-based HR practitioner', Human Resource Management Journal, Vol. 21, No.3, 2011, pp. 211 - 235.

Efforts by institutions like National HRD Network and role-modelling by senior HR professionals supported by academic institutes will surely help in bridging the gap between practice and research. This will hopefully give reasons for Ed Lawler to write a different article from an Indian perspective.

I would like to once again thank the Editorial Board of Dr. Pallab Bandyopadhyay, Dr. P.V.R. Murthy and Dr. Arvind N. Agrawal for their inspiration and motivation. The timely support of Mr. Dhananjay Singh from the National Secretariat is highly appreciated. My special thanks to Ms. Bina Raju for her meticulous review and commendation for the efforts of the printing team at Nagaraj & Co., Chennai. Last but not the least, my sincere thanks and gratitude to all authors who took time and wrote insightful articles for this edition of NHRD Journal. They have met difficult and maybe even unrealistic timelines, despite their numerous other preoccupations. There were many others who were keen on contributing with their articles and theses, but could not do so given their work pressures.

Hopefully, this edition reinforces what Neil Armstrong said – 'Research is creating new knowledge'. And on that spirit, this is just another step, and hopefully, there would be future editions of NHRD Journal dedicated to works based on research and evidence.

In a sense, I got a personal sense of closure to this opportunity, when I received a compendium of Research & Publications, 2014-2015 from XLRI, exactly when I had completed penning my reflections.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Before I end, I would like to acknowledge the yeoman work done by Indians, in India and abroad, to strengthen the field of management research, by dedicating to them this poem from Robert Frost.

"Two roads diverged in a yellow wood,
And sorry I could not travel both
And be one traveller, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;

Then took the other, as just as fair,
And having perhaps the better claim
Because it was grassy and wanted wear,
Though as for that the passing there
Had worn them really about the same,

And both that morning equally lay
In leaves no step had trodden black.
Oh, I kept the first for another day!
Yet knowing how way leads on to way
I doubted if I should ever come back.

I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I,
I took the one less travelled by,
And that has made all the difference."

Dr. Pallab Bandyopadhyay
Managing Editor, Leadership Architect and Career Coach, Asia Pacific

Dr. P.V.R. Murthy
CEO, Exclusive Search Recruitment Consultants

Dr. Arvind Agrawal
President, Corporate Development & Group HR, RPG Group

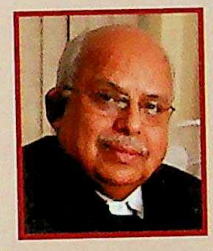
CC-0 Mumukshu Bhawan Varanasi Collection. Digitized by eGangotri Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

LONGITUDINAL THINKING: A MANAGERIAL APPROACH TO UNDERSTANDING LEGACY AND CHARTING ACTION

Dr. VINAYSHIL GAUTAM

About the Author



Dr. Vinayshil Gautam is an internationally acclaimed management expert, having facilitated Management Development activities in Germany, UAE, Saudi Arabia, Malaysia, and some of the finest organisations in India. He has addressed International audiences from Montreal to Melbourne and Caracas to Tokyo.

He has consulted for several banks; financial institutions, major corporates and SME organisations. He has been on the Board of entities such as UTI AMC, Exim Bank, UTI International, SAIL, GAIL, Hindustan Zinc, RITES, JK Industries and Tyres, and KEC International.

He has been visiting faculty to universities such as Cambridge, Sussex, London, Brunel, UK; Dominican, Duke, Minnesota, Penn State, USA; York, Toronto, Canada; Los Andes, Central University, Venezuela; China campuses of Victoria University, Switzerland.

Among other assignments, Dr. Gautam has served as the Founder Director of IIM, Kozhikode; Leader - Consulting team IIM, Shillong; and First Head for Department of Management Studies at IIT, Delhi. He has been on some of the major administrative reform committees of Government of India and made significant contributions at the policy level. Currently, he is Senior Advisor, KPMG and Hony. Dean, KPMG Academy, and Chairman, DKI Foundation.

He is a recipient of several national and international fellowships and awards.

Given the current emphasis on "Make in India" and the national need to not only look east, but to also link with the west, there is a case to refocus on the issues of research in human resources development.

Presumably, the readership of these lines would be practising executives, managers, policy makers, intellectuals in the field of knowledge management, and the like. I have thought it desirable to focus on the issue of Human Capital strategy in a globalised knowledge society with an Asian perspective. I have been broadly researching, publishing, speaking on this theme for about 20 years. My study and research have aimed at distilling the Asian experience to establish the commonality between different channels of supply chain, manufacturing and distribution. In an area where there are multi-locational issues, it is my hypothesis that commonality (or otherwise) of legacy factors, culture, decision making values and patterns needs to be established. This is the essence of the research in human resource for the management area.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Indeed research has to have application significance and a value addition to problem solving, if it is management research. In the model that I have developed/used, I have emphasised 'knowledge as the bedrock of technological advances and the seedbed of capital market'. Knowledge drives the economy, social values and helps to explore the frontier of the unknown. Thus, it is culture that becomes the biggest binding force of inclusion in the given category. This applies to organisational culture.

The Asian ethos believes that those outside the ambit of a given culture do not become inferior, but only different. In this context, it helps to remind ourselves that Asia is not only a geography, but also a cultural construct.

In the Asian identity, the respect for age, deference to ethnic practices of rituals, the protectiveness towards women, and belief in the presence of a supreme consciousness are some of the essential components. It will be helpful to remind ourselves that all the major religions have originated in Asia. These defining characteristics of Asia has also, at times, found resonance elsewhere, say typically in North Africa. Hence, in certain ways, Asian identity has broken many boundaries.

Indeed to talk of Asia is to remind ourselves that the knowledge society is not just a modern phenomenon. The traditional knowledge base of the Japanese, the Chinese, and the Indian is well accepted. Paper originated in China, as did gun powder. Domestication of rice and species such as bananas happened in South East Asia. Humans of this part of the world were known to be sea farer's thousands of years ago and were responsible for some of the earliest known sea crossings of the world into Pacific, to Australia and Indian Ocean in the west to Madagascar. Timber and bamboo were their great resource. The kingdoms of Champa (South Vietnam), Ankor (Cambodia or Kambuja), Ayutthaya (South Thailand or Ayodhya) are but a few references to the might and knowledge power of this region. South Asia has a historical memory of over thousands of years represented through *Mahabharata* and *Ramayana*.

From West Asia, the knowledge of the Arabs brought the civil society to parts of modern day Europe. Astronomy, mathematics, textiles, crafting of the sword, etc. had achieved excellence through South and West Asia, which in many ways continue to sets standards of knowledge even today.

Long before the Europeans traders and business companies emerged in the 18th Century, there was a boom time for trade in South East Asia. 14th Century was characteristically remarkable. There was both competition and cooperation among Arabs, Indians, Chinese, and local traders. Indian pepper and wine was globally sought. Knowledge society therefore has clear antecedents.

When we talk of globalised knowledge society today, one is talking of both human beings and knowledge as resources.

If knowledge is a continuum, then it touches everything from human evolution to organisational evolution, somewhere taking along the journey of life itself. It's necessary to understand that the present state is a result of the choices of the past state, and the future state would be the result of the choices made today. Everything starts with a set of givens and nothing begins *ab initio*. This phenomenon is known as **longitudinal thinking** (Gautam, 1999, 2000, 2003, 2005). Fundamentally, it implies taking into an account the continuity factor.

In case of an organisation, it can be by way of modelling influences at the early

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by MoE-IKS-MoE-2025-Grant.

Gandhi Memorial College Of Education Bantalab Jammu

stages of its growth, contractual factors, and personality variables of the leaders or the processes which left its impact on the structure of the organisation (Gautam, 1999, 2000). Significantly, it appears that even though the problems may be universal, the solution of the problems may be organisation specific. This is because every organisation has its own unique traditions, which have to be accounted for while deciding its future course of actions.

There is no universal solution. The longitudinal thinking approach, if properly used can provide far reaching insights into several elements that influence organisational growth and are at present not fully mapped. Illustratively, attention is drawn to Table below, which was generated from organisation 'A'. The Table helps to understand organisational change better, and also helps in identifying different stages in the evolution of an organisation structure-longitudinally speaking. This research carried out by M. Khemka under the supervision of the writer helps in identifying elements in continuities and discontinuities for organisational growth.

Table 1: Organisational Change (*Khemka and Gautam*, 2008)

		Original	1993	1999	2002
I	**Causative Factors**	Small family-owned company	☐ Rapid trans-formation in domestic and global business environment threw up new opportunities and challenges ☐ To support the internationalisation efforts ☐ To accelerate growth ☐ To build on the infra-structural strengths ☐ To aid good decision making ☐ To provide flexibility in operational logistics ☐ To do business from and where the market was. For this purpose, four regions were created. ☐ Focus on business development in core pharmaceutical markets	☐ The organisation was benchmarked against leading organisations of similar profile ☐ Barriers to global effectiveness were considered against the improvement parameters identified ☐ To shift the focus to 'Growth', with operational efficiency in the background	☐ To build organisational capabilities in the area of therapy management ☐ To complement the existing strengths in brand building ☐ To optimise current brand portfolio ☐ To provide synergies of scale across various SBUs ☐ To be focused on identified therapies ☐ To facilitate the achievement of market share objectives in the medium term ☐ To attain leadership status in India by 2005

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

		Original	1993	1999	2002
II	**Features**				
a)	Job Design	Great autonomy, low standardisation, frequent feedback	High autonomy, more standardisation, need based feedback	Reasonable autonomy, great standardisation, need based feedback	Reasonable autonomy, great standardisation, need based feedback
b)	Organisation Process	Informal communication, high team spirit	Formal communication, less team spirit, strategy of internationalisation	Formal communication, low team spirit, strategy of internationalisation, focus on R&D	Low team spirit and less informal communication, communication to seniors through proper channel and hierarchy, strategy of internationalisation, increased focus on R&D
c)	Organisation Structure	Conventional, with a number of hierarchical levels	Matrix structure with four operating regions; Support functions like HR, Finance, R&D, Legal Services centralised	Shift to a transnational organisation; teams operating across geographies to gain efficiency	Strategic restructuring of India region; Formation of 8 SBUs in terms of marketing offices in India (based on therapy)
d)	Information Flow (Note: Formal and related information passed on quickly, but serious lack of informal information flow or information outside the scope of work)	Informal	Typed letters and information on specific matters	Through emails and intranet, besides paper based	Through emails and intranet, besides paper based
e)	Extent of Delegation (Decision centers)	Highly centralised	Delegation for decision making	Delegation for decision making	Delegation for decision making, but tight control from top management
III	**Extent of Continuity and Change**				
a)	Job Design	Great autonomy, low standardisation, frequent feedback	Decrease in autonomy, increase in standardisation, decrease in feedback	Decrease in autonomy, increase in standardisation, decrease in feedback	Decrease in autonomy, increase in standardisation, decrease in feedback
b)	Organisation Process	Informal communication, high team spirit	Increase in formal communication, decrease in team spirit, core strategy remained the same	Increase in formal communication, decrease in team spirit, core strategy remained the same	Reduced team orientation and informal communication, core strategy remains the same, focus on R&D increased over the years

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

		Original	1993	1999	2002
c)	Organisation Structure	Conventional, with a number of hierarchical levels	Decrease in hierarchy, flattened structure at the top, International Division reorganised in the form of 4 regions	Basic structure same, relocation of certain teams across geographies for greater efficiency like that of IPR, International Marketing Division	Reorganisation of India region market into 8 SBUs – 4 in Delhi and 4 in Bombay, besides one unit for generic marketing in Delhi; other parts of the structure same
d)	Information Flow	Quick as it was a small group	Comparatively slow due to increase in size of the organisation	Improved due to use of sophisticated technology, decrease in paperwork	Formal flow improved, decrease in paperwork
e)	Extent of Delegation (Decision Centers)	Highly centralised	Increase in delegation for decision making	Greater delegation for decision making	Decentralised, but comparative reduction in decision making authority
IV	**Company's Performance**	**Beginning - 1993**	**1993 – 1999**	**1999 – 2002**	**2002 – After**
	Sales (Rs. Millions)	171.20 -5,934.30	5,934.30 -15,598.30	15,598.30 -28,894.30	28,894.30 – 35,334.90
	Profit (Rs. Millions)	18.00 – 796.50	796.50 – 2,562.50	2,562.50 -7,304.80	7,304.80 – 10,041.10
	Market Position	Leader	Leader	Leader	Leader

An important point to note, however, is that this restructuring of the India region has not been very successful in delivering the desired results. The reason, mentioned by one of the respondents, was that this system called for a lot of coordination and teamwork among the different groups, but team spirit has been constantly on the decline in the organisation over the past many years. Clearly, the givens of the organisation critically affect the functioning and performance of the organisation.

There is therefore evidence that longitudinal thinking is a critical concept and that organisations would do well to take the contextual and legacy factor(s) into cognisance while steering the organisation.

References

Gautam, Vinayshil (1999). "Towards Longitudinal Thinking", Abhigyan, Vol. XVII, No. 3, Editorial.

---------- (1999). "Towards Longitudinal Thinking ------II", Abhigyan, Vol. XVII, No. 4, Editorial.

---------- (2000). "Longitudinal Thinking -------III", Abhigyan, Vol. XVIII, No. 1, Editorial.

---------- (2004). Report on National Initiative On Institutional Competitiveness 2004, AICTE, New Delhi, pp. 3-4.

Khemka, Meenakshi, Vinayshil Gautam (2008). "Applied Longitudinal Thinking: An exploration" Drishti, Concept Publishing Company, New Delhi, pp. 3 -6.

Report on Technology for Small Industries – Current Status and Emerging Needs, (2001). SIDBI, Tata McGraw Hill Publishing Company Ltd, New Delhi, pp.5.

Tamotia, S.K.,Gautam, Vinayshil (ed), (2005). Essays in Longitudinal Thinking - Managing change with continuity, Concept Publishing Company, New Delhi.

CC-0. Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

A FRAMEWORK OF STRATEGIC HRM IN INDIAN ORGANISATIONS: A STUDY OF MANAGERS

PROF. (Dr.) JYOTSNA BHATNAGAR

Abstract

In this study, the conceptual categorisations, termed as strategic HRM dimensions are investigated through the empirical and qualitative data analysis lens. These are: Strategic HR roles; Organisational Learning Capability; Psychological Empowerment as a motivational construct (perceived empowerment enabling impact, competence, meaning and self-determination) and organisational commitment, which is a HRM outcome. Firm performance perceptual linkage was also established, though unit of analysis remained managerial perceptions.

The proposed framework of Strategic HRM dimensions has been tested empirically through the study of Indian organisations, as perceived by Indian managers. The organisational analysis has been presented on two bases: Nature of ownership, i.e. Public Sector, Private Sector and Multinationals (Indian/Global) and type of technology, which is essentially industry representation (Cleland, Pajovel variables), (Toulson, 2000; Teo, 2002; Ramnarayan, 1996), drawn randomly from the National Capital Region of India. The individual level contingency variables (age, gender, level in the organisation, hierarchical level, type of Manager – HR/Line) were tested for their impact on SHRM dimensions.

The study is based on primary and secondary data sources and rests on survey research design. Triangulation of data collection and data analysis has been attempted, by developing case studies based on personal interviews and secondary data sources. Primary data collection in the survey was done through the administration of four standardised questionnaires/ scales, which are Human Role Assessment Survey Questionnaire (Ulrich, 1997), adapted version of Organisational Learning Capability (OLC) Questionnaire, (Ramnarayan, 1996), Organisational Commitment Scale (Allen and Meyer, 1990), and Psychological Empowerment Scale (Spreitzer, 1995). These have been administered on 640 managers. The study is based on four-stage sampling design.

Quantitative Data analysis lens was used to investigate the empirical linkages. Results were presented in two parts. Section A deals with the quantitative results, which include, Univariate, Bivariate and Multivariate statistical analyses of data, which were means, standard deviations and t: tests correlations, discriminant function analyses, ANOVA, Duncan's Multiple range test and Step wise regression analyses. Section B deals with the qualitative results, which are elaborate case studies, based on primary and secondary data analyses.

The study establishes the empirical linkages and later discusses the implications to research and to the Indian Industry.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

About the Author

Prof. Jyotsna Bhatnagar is a Ph.D. from Indian Institute of Technology, New Delhi and has a masters in Psychology from Lucknow University. She launched her academic career at IIM, Ahmedabad in 1990, and was also associated with Escorts Corporate Limited in 1997. Currently, she is an Associate Professor, HRM at MDI Gurgaon, and is a Harvard Business School affiliate.

She has consulted on Innovative HR practices, Strategic HR role of line and HR Manager, Talent and Leadership pipeline development with organisations across industry sectors. Prof. Jyotsna Bhatnagar has co-edited books: Future of Work: Changing Face of People Management in India; Innovations in People Management: Cases in OB/HR/Communication. Her cases on Green-Preneur: Management of Frenemy Talent and Coopetition, Cyber-preneur and others have been published by Richard Ivey and Harvard Business School Publishing case collection. Dr. Bhatnagar has presented her thoughts at the Academy of Management Conference, USA, regularly from 2008 to 2014. Dr. Bhatnagar was nominated advisory board member of International HRM Conference Secretariat (UK-Ireland & Australia), and is an invited Member, Scientific Committee of Indian Academy of Management (IAOM-affiliated to AOM, USA) Conference at IIM, Ahmedabad & IIM, Lucknow. Prof. Bhatnagar's research on Talent Engagement and Retention, received the Emerald Literati award 2009, presented at Academy of Management Conference, 2010, Montreal Canada. This is the 5th most downloaded paper in the world, in Emerald Employer Relations Journal. As per the study conducted by Prof. Ramadhar Singh and colleagues at IIM, Bangalore, on Research productivity of Indian faculty in Indian Business Schools, Prof. Jyotsna Bhatnagar is ranked 4th amongst the top 10 Indian OB/HR faculty, and acknowledged as a star researcher in OB/HR domain in India.

She can be contacted as jyotsnab@mdi.ac.in or bhatnagar.jyo@gmail.com. Her twitter handle is @jb mam.

Statement of the Research Problem

The research problem of the study looked at the conceptual framework of the strategic HRM dimensions, which include Strategic HR Roles, Organisational Learning Capability, Psychological Empowerment and Organisational Commitment, along with individual level and organisational level contingency variables and their relationship with firm performance.

Objectives of the Research

- Develop a conceptual framework of strategic HRM dimensions in Indian Industrial sectors, covering Public sector, Private Sector and MNCs.
- Discern the impact of organisational learning capability and strategic HR roles, on organisational commitment, and to find out whether the relationship is moderated by psychological empowerment.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

- Study impact of individual level and organisational level contingency variables on strategic HRM dimensions in Indian managers.
- Study whether strategic HRM dimensions, along with individual level and organisational level contingency variables are the predictors of firm performance.

Context and the need for this Research

Weiss (1997: 51) presents an interesting metaphor: "HR as a profession, must redesign itself into an active business partner, totally integrated into the business ethos. If it does not do this soon, under enlightened leadership, it will become the vacuum tube of the 21st Century – occasionally used, narrowly specialised, nostalgically remembered and wholly irrelevant". This and other experiences at the industry level motivated the researcher to pursue this research.

Researchers drawing largely on a behaviourist's psychology perspective have addressed the link between HRM practices and competitive advantage. From this perspective, researchers have argued that HRM practices can contribute to competitive advantage in so far as they elicit and reinforce the **set of role behaviours** that result in **lowering costs, enhancing product differentiation, or both**. (Schuler & Jackson, 1987). This perspective has contributed enormously to theory, research and practice in the field of strategic HRM in several important ways: It "provides a clear explanation for why [HR practices] would-and-should-be linked to strategy; it posits a testable mediating construct (required behaviours); it helps researchers tie traditional HR theories like role behaviour to the strategic posture of the firms"(Snell, 1992: 292). Strategic HRM has been the focus of intensive research in the recent years. In India, we witnessed HRM moving into its strategic realm, albeit slowly, especially in early 2000. Indian HR managers were slowly moving from the operational focus of HR to its strategic focus, with emphasis on the integration, flexibility, quality and commitment, the four goals of HRM as identified by the Guest's model (1987). Thus, there is a need to look at the HR outcome of maintaining the human side of organisations, which may be possible, if the strategic HRM dimensions of strategic HR roles, enhancing organisational learning capability, and organisational commitment are developed. These would, in turn result in sustaining competitive advantage. In this process, psychological empowerment may bring intervening effects.

From among the many different theoretical principles creeping around the management literature on HRM, the focus in this study is limited to the presumed linkage between internally oriented HRM practices visible through Strategic HR roles and high-performance operations.This research expands upon literature by examining HRM effectiveness with respect to strategic HRM dimensions, combining the macro and micro research perspective as pointed out by (Wright and Boswell, 2002). In the current study, these conceptual categorisations, termed as strategic HRM dimensions are investigated through the empirical and qualitative data analysis lens. These are: **Strategic HR Roles**, and **Organisational Learning Capability** (which are both meant as developing the critical competencies of the workforce); **Psychological Empowerment** as a motivational construct which provides meaning to one's role in the organisation and **Organisational Commitment**, which is a HRM outcome. These affect Firm performance.

Conceptual Framework

Some researchers have suggested different perspectives on strategy and HRM, for example

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

- Porter (1985) addresses how the value chain positions human resources as central in determining how businesses compete on an ongoing basis.
- Hamel and Prahalad (1989), and Hamel (1993), address competencies and strategic intent, where human resources are a critical ingredient in an organisation's core competency.
- Goold and Campbell (1987), address strategy and styles as an important variable, which may have an impact in shaping HRM and corporate strategy links. (Kandula, 2001).
- Schien (1985), addresses how organisational life cycle stages, which are: embryonic, growth, maturity, and decline/transformation, may throw up implications for strategic HRD.
- Baird, Lloyd and Mesholeum (1992), discuss organisational stages and human resource needs. For example, start-up stage may focus on recruitment, growth stage on advanced recruitment and training capability, and control stage may focus on cost control of HRM programmes. Integration which is the next stage may focus on integration of the HRM subsystems of compensation, performance, etc. While stage V, which is flexibility stage may focus on scanning and monitoring capability.

The concept of strategic HRM rests on that aspect of the HRM philosophy that emphasises the strategic nature of HRM and the strategic need to integrate HRM strategy with the business strategy. The essence of this evolutionary process, i.e. the employees viewed as valuable resource rather than administered effectively from the strategic point of view, will contribute significantly to organisational effectiveness, and thus will be a source of competitive advantage to the organisation concerned (Beaumont, 1993). More recently, there has been a growing realisation that by putting people at the heart of corporate strategy, the very humanness of this resource must be acknowledged (Gratton, 2000:3).

Osterman (1994), Pfeffer (1994) and Huselid (1995) theorise on the 'best practice' and 'high performance work practices' focus. In literature we find, that there is a linear relationship between HR practices or systems and organisational performance. 'Universalistic approach, looks at the best practices' which are universally applicable and successful that organisational success is best measured in terms of financial performance indicators like profits, or by market share and sales levels. Arthur (1994), Delery & Doty (1996), and MacDuffie (1995), on the other hand, focus on control and commitment. HR systems which are based on the idea that 'the closer an organisation's HR practices resemble the correct prototypical system (for its business strategy), the greater the performance gains. Further, Paauwe's human resource based theory of the firm (Paauwe, 1994; 1998) incorporates elements of the contingency and configurational mode (Delery and Doty, 1996), and is inspired by the Harvard approach (Beer et al.,1984). Paauwe and Boselie (2002) propose a model, which looks at the economic and relational aspects of HRM policies.This study examines the relational focus of prior research.

Wright and Boswell (2002) state that consensus is emerging around the conceptual categorisations of employee skills (practices aimed at attracting and developing the skills of the workforce), motivation (practices that elicit high motivation), and empowerment (practices enabling employee voice and influence). Whether these conceptual categorisations will hold under empirical scrutiny remains to be seen. Further, Richard and Johnson, 2001, distinguish between two types of HRM effectiveness, namely,

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

technical HRM effectiveness and strategic HRM effectiveness. SHRM effectiveness, in contrast, stems from the firm building HRM capabilities through innovations such as team based job designs, flexible workforces and employee empowerment.

Indian HRM Literature: The current Indian research literature does not address the Human Resource based view of the firm directly. A core of empirical studies on HRM in India, which are relevant to the new environment have been conducted using a variety of methods and theories (Amba-Rao et al, 2000). Some research studies, for example, Sivasubramaniam and Venkata Ratnam's (1998) study clearly illustrated a connection between HRM and company performance, while (Singh, 2003) examined strategic HRM practices. More recently, Strategic HR Roles, have been investigated by Bahl, (2002); Bhatnagar and Sharma, (2002) & Bhandarkar, 2003). The link between HRM practices and empowerment were highlighted by Gupta, (2002); Pattanayak, (2002). Organisational Learning Capability and HRD Mechanisms were investigated by (Ramnarayan, 1993, Shukla, 1997, Pareek, 2001). Further, commitment and HRD Practices in India were studied by (Agarwal, 2003; Sharma & Sharma, 2002; Sayeed, 2001). There remains a lacuna in research and the area of SHRM Dimensions remains unexplored in the Indian and Asian context, especially, where all these dimensions are studied together, for their empirical relationships and their linkages to contingency variables and firm performance.

Hypotheses to be examined

Hypothesis	Sub Hypothesis
H_1 : There will be a positive relation between Strategic HRM dimensions of Strategic HR Roles, Organisational Learning Capability, Psychological Empowerment and Organisational Commitment.	Positive relationships between: *$H_{1.1}$: Strategic HR Roles & Organisational Learning Capability* *$H_{1.2}$: Strategic HR Roles & Psychological Empowerment* *$H_{1.3}$: Strategic HR Roles & Organisational Commitment* *$H_{1.4}$: Organisational Learning Capability & Organisational Commitment* *$H_{1.5}$: Organisational Learning Capability & Psychological Empowerment* *$H_{1.6}$: Organisational Commitment & Psychological Empowerment*
H_2 : The relationship between Strategic HR Roles, Organisational Learning Capability and Organisational Commitment will be moderated by Psychological Empowerment.	

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

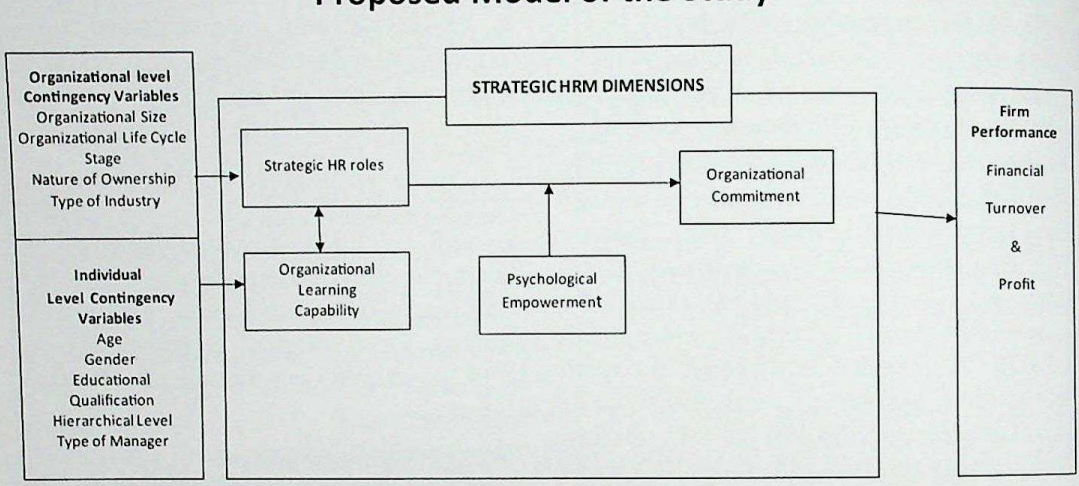
Gandhi Memorial College Of Education Bantalab Jammu

Hypothesis	Sub Hypothesis
H_3: *Within the Strategic HRM dimensions, Strategic HR Roles, Organisational Learning Capability and Psychological Empowerment will be predictors of Organisational Commitment.*	$H_{3.1}$: *Individual and organisational level contingency variables will be predictors of Organisational Commitment*
H_4: *There will be significant differences in the impact of individual level contingency variables on Strategic HRM dimensions.*	There will be a significant difference in the Strategic HRM dimensions of Strategic HR Roles, Organisational Learning Capability, Psychological Empowerment, and Organisational Commitment due to the impact of: $H_{4.1}$: *Educational qualification* $H_{4.2}$: *Gender* $H_{4.3}$: *Age* $H_{4.4}$: *Hierarchical Level* $H_{4.5}$: *Type of Managers (HR/Line)*
H_5 : *There will be significant differences in the impact of organisational level contingency variables on Strategic HRM dimensions.*	There will be a significant difference in the Strategic HRM dimensions of Strategic HR Roles, Organisational Learning Capability, Psychological Empowerment, and Organisational Commitment due to the impact of: $H_{5.1}$: *Organisational life cycle stage* $H_{5.2}$: *Organisational size* $H_{5.3}$: *Type of industry*
H_6 : *There will be significant differences in the perception of Strategic HRM dimensions in Public & Private Sector Organisations.*	
H_7 : *Strategic HRM dimensions of Strategic HR Roles, Organisational Learning Capability, Psychological Empowerment & Organisational Commitment will be predictors of firm performance.*	The four Strategic HRM dimensions will be predictors of indicators of firm performance. $H_{7.1}$: Financial Turnover $H_{7.2}$: Firm's Profit

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Figure 1: Proposed Research Framework



Summary of Findings

It was found that the predictors of Organisational Commitment were Strategic HR Roles, Organisational Learning Capability and Psychological Empowerment, while in organisational and individual level contingency variables, only age and type of industry were the predictors of Organisational Commitment. The results were non-significant for the other variables. All organisational level contingency variables were predictors of firm's financial turnover, while organisational stage was not a predictor of firm profit.

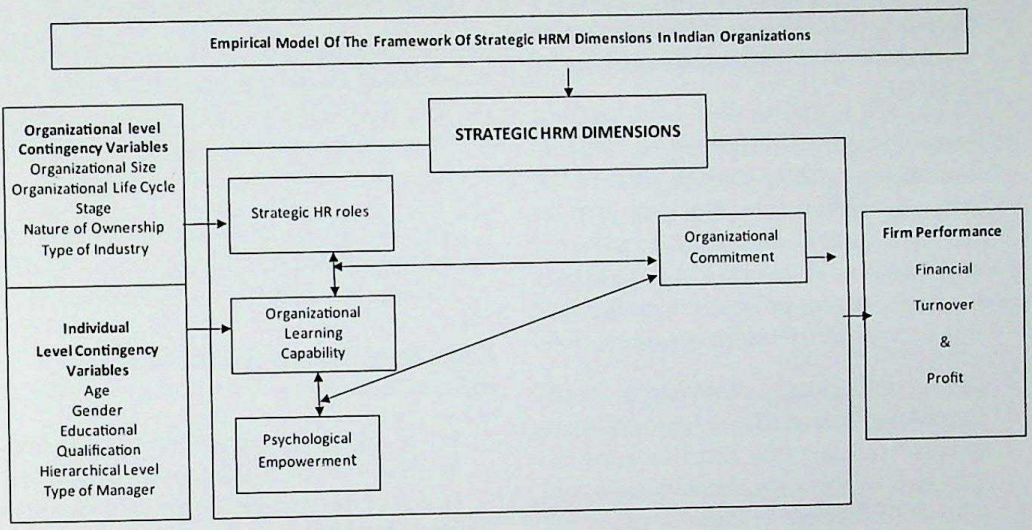
Results of the study found that the Strategic HR Roles lie at a moderate level within the organisations. The Organisational Learning Capability is high to moderate. Psychological Empowerment emerged as an independent variable leading to a revised model of the study. Strategic HRM dimensions predict firm performance. Organisational Commitment predicts Psychological Empowerment, Organisational Learning Capability and Strategic HR Roles. Line managers and HR managers differ significantly in the perception of Strategic HR Roles and not the other three dimensions. Results of the study found gender to be non-significant, while age, qualification, type of manager and placement in the hierarchy have a significant difference among the perception of managers. The various industrial sectors differed in their perception of the Strategic HRM dimensions significantly. While Public sector and Private sector differed significantly, no significant difference was found in the managerial perception of Private sector and multinational firms. The results of the study were further supported by two case studies which were based on personal interviews as well as secondary data. They reflected in their HR strategies, the strategic HR roles, empowerment interventions and organisational learning interventions, which resulted in organisational commitment at a higher level and high firm performance.

Theoretical implications of the Research

The framework presented by the study suggests that Strategic HRM dimensions are important aspects of the strategic as well as HR policy of the firm. Strategic HRM dimensions affect performance of organisations, and their formulation

CC-0 Agamnigam Digital Preservation Foundation, Chandigarh. Funding by IKS-MoE-2025-Grant

After the empirical analysis, the Research model was revised as presented below. (Figure 2)



and implementation are important for the strategic posture of the firms.

- The organisational analysis has been presented on two bases: Nature of ownership, i.e. Public Sector, Private Sector and Multinationals (Indian/ Global) and type of technology, which is essentially industry representation/ sector (Cleland, Pajo, Toulson, 2000; Teo, 2002; Ramnarayan 1996). Sectoral patterns are needed to be examined, and are fulfilling a gap in research. Further, it fulfills a need to study Strategic HRM dimensions in contexts which are not western.

- The findings are consistent with research and fulfill the research gap to empirically test Strategic HRM dimensions (suggested as *conceptual configuration* by Wright & Boswell, 2002).

- This research expands upon strategic HRM literature by examining SHRM effectiveness with respect to strategic HRM dimensions, combining the macro and micro research perspectives. It makes a unique contribution in the area of Cross level research using triangulation of data collection method making it a pioneering work in mixed method research design. This is consistent with the research of Klein et. al., (1994) and Kozlowski and Klein, (2000).

- The current study fills in the caveat of research on predictors of organisational commitment in the Indian context and supports the earlier studies of the Asian work environment. Glazer et al. (2004) state that research on organisational commitment conducted in separate national cultures has shown that the meaning of commitment and predictors of commitment differ (cited from Bhatnagar, 2007, International Journal of HRM).

- Implications of the result for talent management are strong. Organisations in order to be high performance workplaces in this era of talent raids and wars must provide in their organisational climate, a strong psychological empowerment and an emphasis on learning capability

CC-0. Jammu Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

enacted through strategic HR roles, thereby enhancing organisational commitment, thus leading to talent retention (Bhatnagar, 2004a, cited from Bhatnagar, 2007, International Journal of HRM).

- Implications for the psychological contract are present when we find the strategic dimensions being important for managers. Relational contract rather than transactional contract becomes more important in light of these strategic HRM dimensions.
- The growing body of research on the Pygmalion leadership and psychological empowerment has implications for practice in the organisational context. Pethe (2002), cited in Pattanayak, (2002) states that perceived competence is an important part of psychological empowerment. Organisational practices can be streamlined to increase perceived competence, thus improving psychological empowerment.

Practical implications of the Research

The framework presented by the study suggests that Strategic HRM dimensions are important aspects of building business strategy as well as HR policy of the firm.

- Strategic posture of the firm is indicated through the business needs and the environment in which the firm is nested. Analysis of the type and stage of various strategic responses and development of synchronised Strategic HRM dimensions becomes the need for all organisations. Thus, corresponding HR strategy, practices, processes and outcomes can be aligned to the business need of the firm.
- Strategic HR role is significant in determining its impact on the organisation. Hence, HR should be an equal partner in the business strategy formulation, with representation of HR on the board of directors of the organisation.
- Development of integrated Strategic HRM dimensions and their renewal, adjusted with the changing business strategy of the organisation becomes relevant.
- Implications for commitment of management to the Strategic HRM dimensions emerge as an imperative.

Recommendations of the study for Indian Industry

- HRD audits at regular intervals, will enable HR to discern the changing needs of the workforce, and subsequent change in HR deliverables through strategic HR roles will lead to higher employee satisfaction and retention. Thus, strategic HR role can synchronise and change according to the changing needs of the environment.
- Speed up the use of ICT through implementation of HRIS systems, so that HR is relatively free from administrative desk job, and has time for strategic planning and implementation and enhanced strategic HR roles.
- Build on the relationship capital and speed capital within the organisation to sustain competitive advantage, through organisational learning interventions spearheaded by partnership of HR and Line managers, so that employees feel that their organisation, as well as themselves, are learning faster than the competitor.
- Active employee development orientation would enhance the employability of the workforce and sustain the transactional and relational aspect of the psychological contract. Use mentors within the organisation to nurture this at all

CC-0. Panjab Digital Library Collection. Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

levels. This intervention would enhance organisational commitment as well as psychological empowerment.

- Provide sufficient support to help employees keep pace with advanced technology (Akaraborworn & McLean, 2001), so that employees feel psychologically empowered and are able to find meaning in their jobs, are more competent, can make impact and self-determine the nature of their jobs.
- Involve major stakeholders, like external customers, internal customers, shareholders, top management, HR managers and even competitors in the appraisal of HR deliverables, which are strategic HR roles.
- HRD systems, competencies and culture must align with the corporate goals. Encourage a *Balanced Score Card* approach; *Economic Value Added* or *People Capability Maturity Model* to achieve this goal, so that strategic HR roles enhance organisational learning capability and help provide competitive advantage.
- Encourage an employee voice system from the lower and middle management to implement true empowerment, through systems like suggestion schemes, use of ICT to voice concerns, and other voice mechanisms.
- Encourage organisational citizenship behaviour, by rewarding it, as part of culture building exercise. This will have a domino effect on uplifting commitment, trust, psychological empowerment and learning capability of employees.

To conclude, this research has provided rich insights into the various dimensions of strategic HR. The result of the study can provide directions for understanding the need to follow a systemic approach to SHRM, in synchronisation with the strategic needs of the organisation.

Limitations of the study and future studies were also presented in this work.

References on request

Acknowledgements

- The scholar acknowledges the guidance of Prof. Anuradha Sharma, Thesis Supervisor and Emeritus Fellow IIT, Delhi and the support provided by scholars' family and IIT, Delhi to complete this research (December, 2000 to August, 2004).
- The scholar acknowledges Prof. S. Ramnarayan, Professor, ISB and former Professor, IIM, Ahmedabad for triggering research interest in Organisational Learning Capability, while the scholar was working in OB area at IIM, Ahmedabad during 1990 to 1993.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

EXAMINING IMPACT OF STRATEGIC LEADERSHIP ON EFFECTIVENESS OF BUSINESS ORGANISATION

Dr. ARVIND N AGRAWAL

About the Author

Dr. Arvind N. Agrawal is an alumnus from IIT, Kharagpur, IIM, Ahmedabad, and IIT, Bombay from where he completed his Ph.D. in the area of Strategic Leadership in 2010.

The first 12 years of his working life was spent in the HR function in companies like Escorts and Modi Xerox. Thereafter, he assumed additional responsibilities for TQM in Modi Xerox, a move which "brought him closer to the business environment and issues". The exposure gained in TQM equipped him to take on the role of Corporate Strategy and Marketing at Modi Xerox itself.

During the years 1994 to 1999, Dr. Agrawal was Chief Executive at Escorts, responsible for Construction Equipment Business companies i.e. Escorts Construction Equipment Limited. He also had added responsibility for Escorts JCB for nearly three years during this period.

Since 1999, he is President – Corporate Development and Group HR in RPG Group.

In 1992, Dr. Agrawal was awarded the National HRD Award. He served as the National President of National HRD Network during the year 2000 - 2002. He has now qualified as Professional Certified Coach (PCC) from International Coach Federation. On the professional front, Dr. Agrawal has been active in Management and HR forums in the country.

Strategic leadership, which is leadership of the top management consisting of CEO and the other members of the top management team (TMT) makes significant contribution in achieving business success (Child, 1972; Hambrick & Mason, 1984; Joyce, Nohria & Roberson, 2003). Large proportion of these studies however has been done involving students and managers in the middle management. Studies involving responses from CEOs and the top management team (TMT) members have not been many. This study involving TMT respondents, aims to examine:

- Impact of strategic leadership on organisation effectiveness
- Relationship of group processes within top management with organisation effectiveness
- Impact of top management team characteristics on organisation effectiveness
- Effect of external contextual variables on relationship of strategic leadership with organisation effectiveness
- Effect of internal contextual variables on relationship of strategic leadership with organisation effectiveness

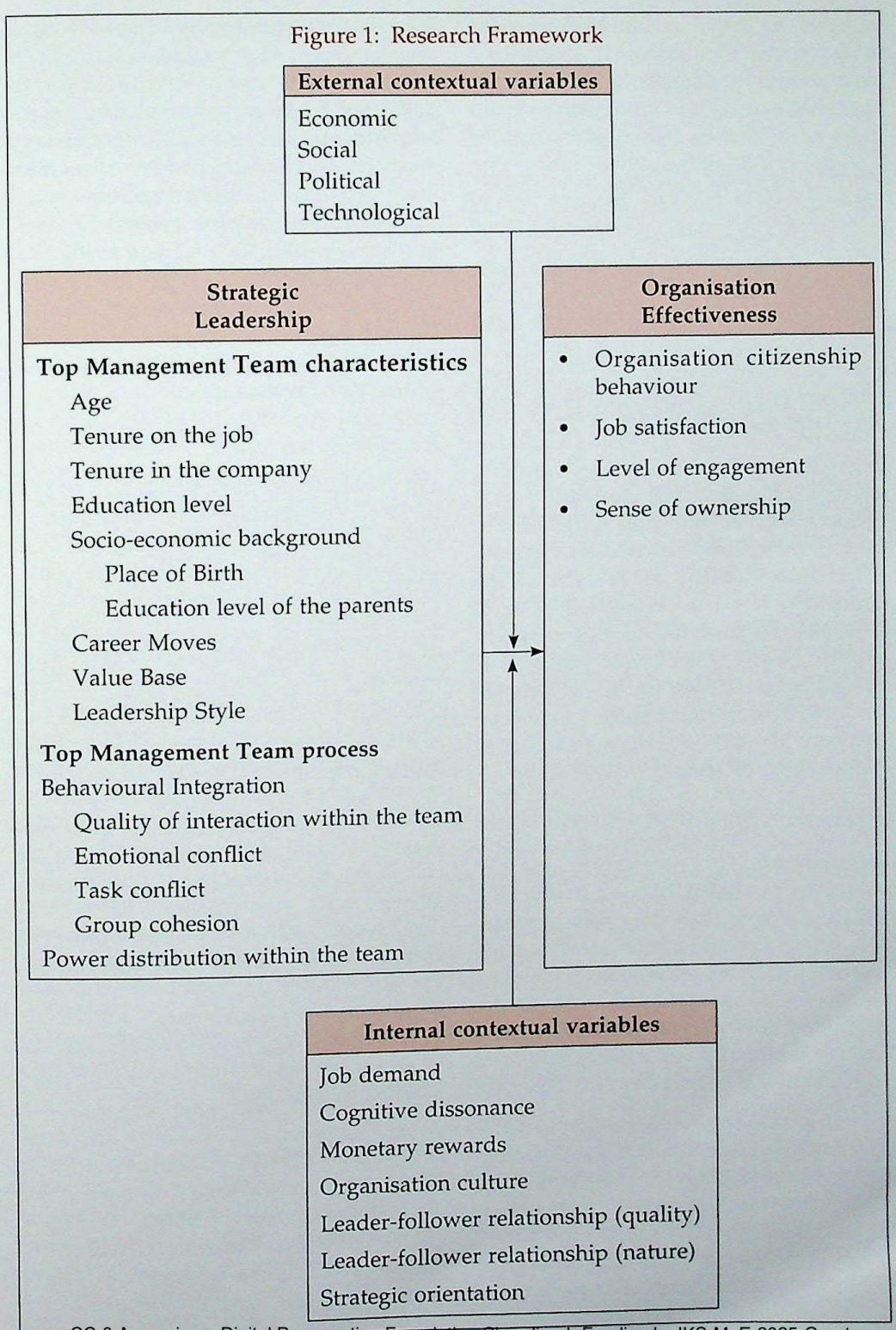
Research Design

The research framework used in this study is shown in Figure 1. The dependent

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by MoE-IKS

Gandhi Memorial College Of Education Bantalab Jammu

Figure 1: Research Framework



CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

variable is organisation effectiveness in terms of organisational citizenship behaviour, level of job satisfaction, engagement level and sense of ownership in the organisation.

Strategic leadership is the independent variable and it has been studied on the basis of TMT characteristics (age, tenure on the job, tenure in the company, education, career moves, socio-economic roots, value base and leadership style) and the team processes (behavioural integration comprising of quality of interaction, cohesion, emotional and task conflict and the power distribution within TMT).

External contextual variables in this study are rapid changes in the economic, social, political and technological environment. Internal organisation contextual variables taken in the study are extent of job demand (excessive or moderate), level of cognitive dissonance, organisation culture, quality (high or low) as well as nature (personalised or socialised) of leader-follower relationship, extent of monetary reward (excessive or moderate) and strategic orientation.

Method

Instruments for measuring all the independent, dependent and intervening variables were identified from the literature and where necessary they were suitably modified or a new scale was developed to meet the psychometric properties. Reliability was measured by calculating Cronbach Alpha by a pilot study conducted on 4 CEOs and 26 other top management team members.

Respondents were 51 CEOs and 256 other top management team members from large (sales turnover exceeding or equal to $100 million) as well as small companies (sales turnover less than $100 million) in engineering, consumer durable, fast moving consumer good (FMCG), pharmaceutical, information technology (IT) and auto engineering industry. Main effects of position (CEO and rest of TMT), size (small and large organisation) and industry sector (manufacturing and IT sector) were studied by "t" test. Further, correlation analyses among study variables were carried out to examine interrelationship among variables. In addition, mediation effect on study variables was studied by regression analysis on each study variable controlling the independent variables. Statistical software SPSS 15.0 was used for conducting these analyses.

Results

TMT characteristics were not found to have correlation with organisation effectiveness, but TMT processes had correlation with organisation effectiveness. Further, external contextual variables were not found to mediate the impact of TMT group process on organisation effectiveness. Amongst the internal contextual variables, job demand did not mediate the relationship of TMT process with organisation effectiveness. Monetary reward, organisation culture, nature of leader-follower relationship, cognitive dissonance and strategic orientation were found to mediate relationship of TMT process with organisation effectiveness. This study also found that quality of interaction and group cohesion within the TMT have strong correlation with organisation effectiveness and their relationship with organisation effectiveness did not get mediated by any of the intervening variables.

Implications

This research indicates that the characteristics of the TMT do not have correlation with organisation effectiveness. Instead, TMT processes were found to have high correlation with organisation effectiveness. This implies that level

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

of job satisfaction, ownership, engagement and OCB in the organisation can be raised by improving the group processes within the top management team. If the TMT processes are effective, then even adverse changes in the external environment cannot impact the organisation effectiveness and the top management team will be able to rally the employees in dealing with the challenges. Amongst the TMT process variables, qualities of interaction and cohesion within TMT have been found to have strong correlation with organisation effectiveness and they are not mediated by any of the intervening variables whether external or internal. Further, it was found that level of job demand does not have any mediation effect. This study found that monetary incentive dilutes the sense of ownership in the organisation. In this research, internal culture of the organisation was found to mediate the effect of TMT process. This indicates, for organisation effectiveness, there should be empowered culture. Nature of leader-follower relationship was also found to mediate the effect of TMT process. This implies that, for enhancing organisation effectiveness, leader should have socialised nature of relationship with followers that can be achieved by constant dialogue and healthy discussion between leader and followers on 'goals' and means to achieve these goals. Findings of this study also suggest that strategic orientation of the organisation mediates effect of task and emotional conflict aspects of TMT process. It shows that, if there is an alignment in strategic perspective within TMT, then that will help in dealing with task and emotional conflict.

This research shows that TMT process, empowered culture within the organisation, constant dialogue between leader and followers on organisation goals and means to achieving them, dialogue between CEO and TMT members to get alignment in strategic perspectives are crucial to organisation effectiveness.

References

Bass B.M., & Avolio, B.J. (1997). Full range of leadership development: Manual for the Multi factor Leadership Questionnaire. Palo Alto, CA, Mind Garden.

Bollen, K.A., & Hoyle R.H. (1990). Perceived Cohesion: A conceptual empirical examination; Social Forces, Vol.69, No.2, pp. 479-504.

Child J., (1972). Organisation structure, environment performance: The Role of Strategic Choice, Sociology, 6, pp. 1-22.

Hambrick, C.D. & Mason P.A. (1984). Upper Echelons: The organisation as a reflection of its top managers. Academy of Management Review, 9: pp. 193–206.

Jehn, K.A. (1994). Enhancing effectiveness: An investigation of advantages disadvantages of value based intra-group conflict; International Journal of Conflict Management, 5; pp. 222-238.

Joyce, T.A., Nohria, N. & Roberson, B. (2003). What really works: The 4+2 formula for sustained business success? New York: Harper Business.

Khandwalla, P.N. (1976). Some top management styles, their context and performance; Organisation and Administrative Sciences, 74, pp. 21-52.

Li, J. & Hambrick, D.C. (2005). Factional groups: A new vantage on demographic faultiness, conflict, and disintegration in work teams; Academy of Management Journal, Vol.48, No.5, pp. 794-813.

Moorman, R.H. & Blakely, G.L. (1995). Individualism –collectivism as an individual difference predictor of organisational citizenship behaviour. Journal of Organisational Behaviour, 16, pp. 127-142.

Peter, T.J. & Waterman, R.H. (1982). In search of excellence: Lessons 'from' America's' Best run Companies. New York: Harper and Row.

Podsakoff, P.M. Mackenzie, S.B., Moorman, R.H., and Fetter, R. (1990). Transformational leadership behaviours and their effects on followers trust in leader, satisfaction and organisational citizenship behaviours. Leadership Quarterly, 1, pp. 107-142.

Venkatraman, N., (1989). The concept of fit in strategy research: Toward verbal and statistical correspondence, Academy of Management Review, 14, pp. 423 - 444.

Williams, L.J., & Anderson, S.E. (1991). Job satisfaction and organisational commitment as predictors of organisational citizenship and in-role behaviours. Journal of Management, 17(3), pp. 601-617.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Table 1: Measures of Study variables

Measures	Scale	Reference
Job satisfaction, engagement and sense of ownership	10 point, Single item scale for each	
Organisation citizenship behaviour	12 item scale	Moorman & Blakely (1995); Williams & Anderson (1991); Podsakoff, Mackenzie, Moorman & Fetter (1990)
Team characteristics	Self report on age, education, tenure in the position and organisation, socio-economic background such as the nature of place the person spent early childhood as well as education and occupations of the parents	
Leadership style	Short version of Multifactor Leadership Questionnaire (MLQ)	Bass and Avolio (1992)
Organisation values	Ranking in order of important values of innovation, customer orientation, passion for excellence, integrity and result orientation	Peter and Waterman (1982)
Quality of Interaction	4 items scale	Li and Hambrick (2005)
Emotional conflict	Single item	Jehn (1994)
Task conflict	Single item	Jehn (1994)
Group cohesion	5 items scale	Bollen & Hoyle (1990)
Power Distribution (Extent of participation)	6 point single item scale	Heller (2003)

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Measures	Scale	Reference
Power Distribution (Breadth of participation)	4 point single item scale	
Power Distribution (Quality of participation)	8 point single item scale	
Rapid changes in economic, technological, social and political environment	4 items scale	Khandwalla (1995)
Job demand	4 items	
Cognitive dissonance	2 items	
Monetary reward	Single item	
Leader-follower relationship	4 items	
Strategic orientation	11 items	Venkatraman (1989)

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

DETERMINANTS AND OUTCOMES OF INTENTION TO QUIT OF INDIAN IT PROFESSIONALS: SUMMARY OF RESEARCH

Dr. SANDEEP K KRISHNAN

About the Author

Dr. Sandeep K. Krishnan is a Director at People Business, a global HR and leadership consulting firm. He has led many consulting assignments in the areas of HR Transformation, Leadership Development, Employee Engagement, Employer Branding, Performance and Talent Management. He completed his Fellow Program (Doctoral) from the Indian Institute of Management, Ahmedabad. His thesis proposal at IIM, Ahmedabad won the "IFCI best thesis proposal award". His research has got published in top grade journals like "Human Resource Management", and "Business Strategy Review" of London Business School. Sandeep is also an Adjunct Faculty at IIM Indore.

The Indian software services sector is growing at a phenomenal pace in terms of both revenue and global spread of clients. Indian organisations and large MNCs have set up facilities and are expanding rapidly in terms of employee strength. With this boom, there has been a significant increase in demand for skilled workforce. Firms need to retain quality talent and recruit employees with required skill sets and experience for sustainable competitive advantage. Considering the fact that attrition is a major issue, it would be interesting to look at why people want to quit an organisation. Another related aspect is employees' actions and behaviours when they want to quit. When people wish to leave an organisation, it is plausible that they engage in deviant behaviours or reduce their efforts. These behaviours are explored in the research as outcomes of intention to quit.

The major motivation of this study is to understand why employees want to quit their job. Considering that this high rate of inter-organisational mobility is a new phenomenon in a developing country like India, the study would be of great interest to researchers worldwide. The points of interest of this study are several: it is done for a high growth industry in the country; it is directly linked to a large group of highly educated and technologically skilled professionals of this country; it adds to the existing literature on intention to quit in terms of contextual understanding and exploration of new variables and relationships linked to the phenomenon.

Apart from the significance of this study for the software industry, one of the primary motivations for me to do this study has been my friends who are working in the software industry and my own brief stint with a software services organisation. Many IT organisations offer excellent compensation packages to campus recruits and provide world class training and other facilities. However, a large group of them

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

get dissatisfied and try looking for other jobs/organisations within one to two years. Some of them happened to be my friends with whom I interact with quite closely. One such person is a good friend and I was in close touch with him over the entire period of his work with a very well-known IT organisation that he quit later. The reasons my friends gave for their desire to quit the job and those I heard from HR managers were not matching. While many organisations seemed to look at software professionals as an unmanageable group of selfish employees, I got the impression that there was something that should be explored. While processes like attrition analysis and exit interviews are done by organisations, very few generally try to look at quitting as an ongoing rational process involving multiple possibilities and factors. This eventually led me to do an in-depth review of the literature and work in this area.

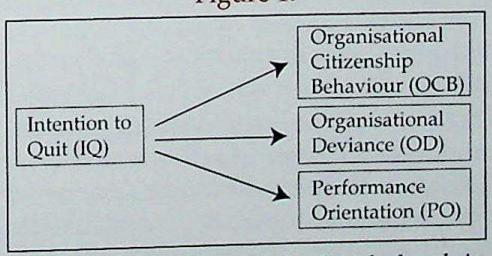
In order to understand the phenomenon of intention to quit, we provide the theoretical background of social exchange, equity theory, leader member exchange, and psychological contracts. These theories form the basis for an individual's desire to quit on the basis of the following: poor quality of reciprocation for his/her efforts by the organisation, poor supervisory behaviours, lack of justice, and unmet expectations in terms of various facets of the organisational life.

Literature on intention to quit has explored possible causes of why people think of quitting. Broadly speaking, these causes can be categorised as follows:

- Those related to various facets of the job like pay satisfaction, job stress, promotion chances, routine nature, and job autonomy;
- Those related to organisational factors like social support through the supervisor, team dynamics, justice and fairness in the organisation, employer brand image of the organisation, and politics in the organisation; and
- Those related to purely external factors like perceived opportunities outside the organisation.

While reviewing the literature, we found that one of the significant gaps in this area is regarding outcomes of intention to quit. Employees thinking of quitting may exhibit organisational deviance, less citizenship behaviours, and low performance orientation (As described in Figure 1). Previous research has not explored these outcomes in the context of intention to quit. The significance of exploring these outcomes is that an employee who stays in the organisation against his/her inclination can cause damage through poor quality of work and affect the morale of other employees with his/her deviant behaviours.

Figure 1:



The available literature also helped in developing a comprehensive understanding of the factors that are antecedents of intention to quit. This has not only enabled us to identify variables that are considered critical in the research on intention to quit, but also helped us to widen the field by incorporating those factors that are considered important in recent literature on related topics but not given due importance. In the conceptual framework based on past literature, the antecedents were divided into two categories: primary antecedents and intervening antecedents as given in the figure below.

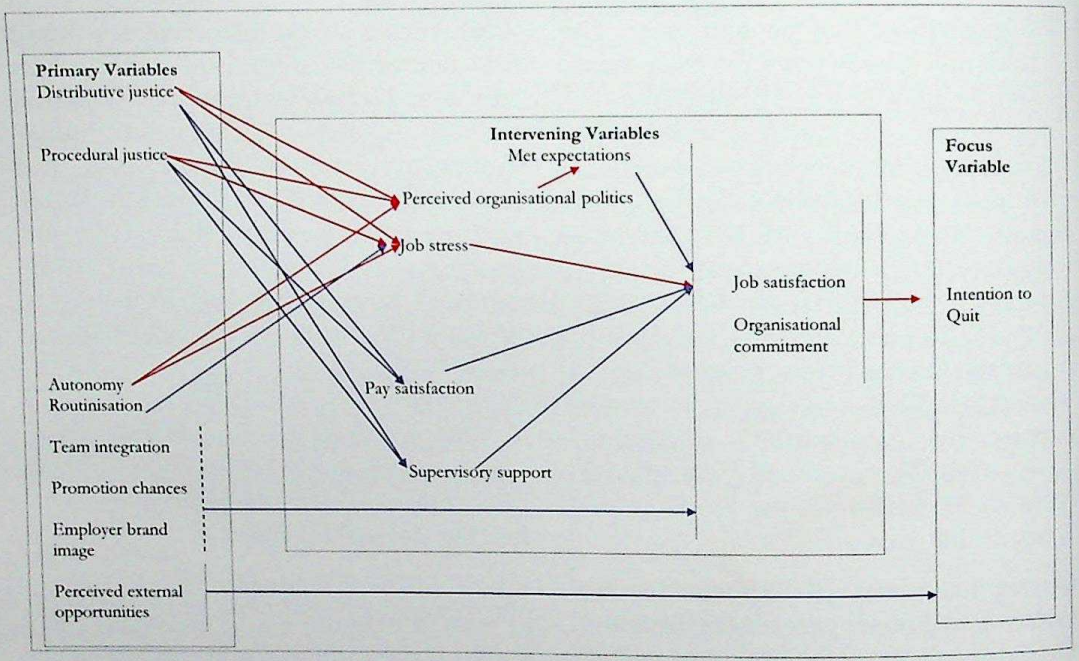
CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

The model explained below is based on the hypothesis derived and an overall picture based on the existing literature.

(Red lines indicate negative relationships and blue lines indicate positive relationships)

Figure 1: Antecedents of Intention to Quit – Model Based on Literature and Hypothesised Relationships



This study has used both qualitative and quantitative research methods. Exploratory interviews were conducted with IT professionals to develop a clear understanding of the context and to refine the instrument of the survey. A questionnaire-based survey was conducted across multiple locations (Ahmedabad, Bangalore, Trivandrum, Chennai, Mumbai, and Pune) and multiple organisations. The survey instrument was developed based on existing standardised scales. The survey was administered to software professionals with less than 5 years of experience. A total of 1,600 questionnaires were distributed. We got 592 filled responses, of which 532 were found usable for final analysis.

The proposed relationships for outcomes of intention to quit were tested using MANOVA and structural equation modelling (SEM). Results show that higher intention to quit leads to less performance orientation, higher organisational deviance, and less organisational citizenship behaviours. The strongest of these relationships was for organisational deviance. The results were supported in SEM, where various measures showed that the model had a good fit.

Proposed relationships of antecedents of intention to quit were also examined using multiple regression and structural equation modelling. At the first level of analysis, the bivariate relationships of the antecedent variables with the intention to quit were found significant. This supported that autonomy, brand image, promotion chances, perceived external opportunities, routinisation, team integration, distributive justice, procedural

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

justice, perceived organisational politics, job stress, job satisfaction, and organisational commitment are related to intention to quit. At the second level of analysis, the relationship of intention to quit with all the primary antecedents was tested along with the inter-links among the primary antecedents. Subsequently, the mediating effects were tested in multiple regression using the Baron and Kenny method and the Sobel test. At the final level of analysis, the intervening variables were also incorporated.

Results show that job stress, perceived organisational politics, met expectations, job satisfaction, and organisational commitment act as intervening variables, whereas routinisation, external opportunities, job stress, organisational politics, job satisfaction, and organisational commitment have direct effect on intention to quit.

When the mediating effects were introduced, we found that perceptions of supervisory support and pay satisfaction are basic aspects of the employees association in the organisations. They are related to creating positive or negative feelings about procedural justice and promotion chances. Apart from the hypotheses testing, a number of new relationships were explored in the study. SEM as a tool was useful is exploring inter-relationships.

This study validates some of the previously explored relationships, explores new relationships, and attempts to use multiple analysis techniques for different complexities of data analysis. This study is also an initial effort to understand the effect of intention to quit on organisational deviance, performance orientation, and organisational citizenship behaviours. The relevance of these as indicators of intention to quit is stressed in the discussion. The study explored the role of procedural justice, team integration and brand image as antecedents of intention to quit. The use of multiple data analysis techniques helped us to explore the role of antecedent variables as mediators and provided an in-depth understanding of their inter-linkages.

The relevance of the study is beyond doubt, as employees quitting is a burning issue in the Indian software industry. In this section, we try to build a case for human resource practices that can be aligned to the reduction of employee intention to quit and business needs. Thus, the recommendations based on the study are aimed at top management, HR managers, and the line managers.

The critical factors that are linked directly towards intention to quit are job satisfaction, organisational commitment, job stress, perceived organisational politics, routinisation, and perceived opportunities. The direct effect of politics, job stress, and routinisation gives a straight indication of the organisational environment. Interviews and the quantitative analysis direct our attention towards the boredom aspect of the job. This finding warrants us to explore ways by which jobs can be made more interesting and challenging. The solution is to find a match between employee's interests and available jobs. Training in multiple technologies also enables the same. However, matching business needs and employee's demands would be the critical aspect here. This also leads us to the aspects of competency management and assessment and linking it with employee development. In the context of software professionals, the recruitment at the entry level takes place on the campus and organisation has to train the employees in multiple technologies before them being treated as talent. In this process, little effort is put to match the employee's interests and business needs. There is a high chance that in the first assignment itself the

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

employee is forced to work with obsolete technologies. Once an employee becomes a resource in a particular area of technology where it is not so easy to move out and the organisation does not want to move him/her, it is possible that the employee feels bored with the work. It is important here to create a culture of continuous learning based on choice. Employees should be encouraged to learn technologies of choice with organisational support in terms of time and tuition reimbursements. It is possible that the kind of work that is given to the employee is generally routine in nature because of longer project duration or lesser challenges involved. Although processes like PCMM calls for competency management inside the organisation based on each year's business needs and plan, it would be important that processes like recruitment and training be linked to strategic objectives. Also on the lighter side, organisations can employ initiatives that may help in relieving the boredom at work by creating more avenues for employees to show their other facets of talent and skills that can be associated with "fun at work".

Perceived organisational politics has direct effect on intention to quit. Politics is linked to lack of justice that leads to unprofessional management in the organisation. Procedural justice is an antecedent of perceived organisational politics. This warrants organisations to have clear procedures, employee entitlements, and mechanisms to address grievances of employees when there are violations of procedures. Another aspect here would be clear communication to employees regarding why decisions are taken in a certain way. The major aspects of organisational life that are linked to these are the performance appraisal, internal promotion policies, rewards and recognition, and in the context of the software professionals, these may be linked to onsite opportunities, and working on better projects. It is for the HR department to have clear procedures for different processes and make sure that they are communicated to the employees.

It is quite reasonable to assume that job stress in general will be higher in an industry like software services. Business demands that the projects are completed within specific man-hours and it is quite possible that employees may have to work long hours and with uncertain job goals. With increased competition, projects are won by organisations by competing on tighter deadlines and hence stingier work schedules for the team. The impact of this can be reduced by increasing the communication from the business development and client site team with the offshore development team. This would help employees have better understanding of what they are supposed to do and that would help in less ambiguity in the job. Top management should set up systems that enable communication and information sharing between different functions.

We find that supervisory support is a very basic variable in the model. Supervisory support can influence the perceptions of procedural justice and promotion chances. It would be helpful for organisations to recognise multiple facets of the role of a supervisor and take measures to ensure that the supervisor has competence and time to perform these roles. The pressure on deadlines gives no room for supervisors to play the roles of supporting career aspirations of his/her team members, understanding their issues related to performance, and coaching. It would be important that enough training is given to supervisors to handle these roles. Giving importance through institutionalising mentoring by making it a performance area can be explored. This would also help employees understand and tackle politics in organisations. It is important that supervisor tracks and gives feedback

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh Funding by HKSM of E-2025 Grant

Gandhi Memorial College Of Education Bantalab Jammu

on performance of his/her team members on a regular basis. The supervisor should also be able to explain various decisions that are taken and spend enough time for communicating them to the team members. We have found that autonomy is a major factor that affects team integration. This boils down to the manager or team lead effectively delegating work and monitoring, while giving enough freedom for the employee to complete his/her task. For enabling this, it is important that enough training be given to supervisors on effective leading of the teams. This would be a major parameter of action for HR.

Another predictor of job satisfaction is met expectations. In a tight job market, it is quite possible that employers' over do the marketing of the jobs they are offering and also the image of the organisation. Quite understandably, it is possible that the employees will have to face a rude shock when reality is stark different. The results of this study caution employers about over marketing their organisations and the jobs they have to offer. This also directs towards realistic job previews. In this context, we also see the effect of employer brand image. It is essential that organisations try to create a positive image through its communication with the employees and media. It is to be noted that people would like to continue working with an organisation that has a good brand image. This requires effort from the top management and HR in terms of how they communicate the organisation's successes, growth and its uniqueness to various stakeholders.

We have also found the significant impact of promotion chances on intention to quit and it being mediated by both job satisfaction and organisational commitment. With rapid growth of software services organisations, the number of employees at bottom level is very high. Employees might perceive that they are being stuck in a crowd. It is important for organisations to differentiate their high performers and give them development opportunities for faster career growth. This also requires considerable effort to create fast track career paths and organisational wide effort to institutionalise the process.This calls for a well-planned talent management process in place integrating the various aspects of identifying talent, grooming them, and fast tracking.

New practices like PCMM@ (People capability maturity model) also have direct linkages to some of the practical implication of this research. Competency assessment and incorporating competency based management that has direct linkage to organisational goals can have positive impact on the variables that in turn can have direct impact on intention to quit. Increasingly, software services organisations are implementing PCMM@. However, the critical aspect would be how it is ingrained into organisational processes, rather than just certifications for business needs.

The results of the study have some interesting implications for practitioners. As the employees are young, it is quite possible that they seek more support from supervisors and are not sure about their career and job demands. It is important that they have more support in place. Also, peer pressure can drive dissatisfaction regarding pay. It is quite possible that pay satisfaction is derived from comparison with colleagues and friends in other organisations. This can drive dissatisfaction and cause feelings of injustice. Management of early career stages thus requires considerable importance. Organisational interventions like mentoring can be effective if taken seriously. High performers with a long stint in the organisation can be helpful in these situations.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by MKS-MHE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Also to help newcomers settle down in the organisation, buddy systems can be of help.

Summing up, it is important that at the organisational policy level, importance is given for setting clear procedures and communicating the same. It is important for top management team and related communications functions to focus on building a positive image of the organisation. Efforts should be made to have good coordination between business development and execution teams to have a reasonable estimate of work and deadlines for reducing job stress. It is important to develop managers (superiors) who can handle their teams through effective delegation, and mentoring capabilities. Training can have an effective role to play here. A good competency based management process can help reduce under-utilisation of employee skills, and align development needs with business demands. It is also important for the organisation to give their employees enough challenges in the job through training in multiple technologies and engaging them in a variety of tasks.

The author would like to thank Prof. Manjari Singh, Prof. Biju Varkkey, and Prof. Rakesh Basant from IIM, Ahmedabad, who were part of the Thesis Advisory Committee, and Prof. T.V. Rao, Prof. Sunil Maheshwari, and Prof. Neharika Vohra who were part of the Thesis Examination Committee, for their support during the research.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

PERFORMANCE APPRAISAL SYSTEMS: A STUDY IN THE ALUMINIUM INDUSTRY IN ODISHA

Dr. SNIGDHA PATTNAIK

About the Author

Dr. Snigdha Pattnaik is an academician, consultant and trainer who has done extensive work in the areas of human resource management and behavioural science for over three decades. She is currently the Dean at Xavier School of Human Resource Management, Xavier University, Bhubaneshwar. Prof. Pattnaik teaches courses in Human Resource Management, Performance Management, Learning and Development, Organisational Change and Development, and conducts Personal Growth Laboratories. She is a visiting faculty at the Indian Institute of Management, Ahmedabad, for programs on Women's leadership, Personal growth and Self awareness. She is also a visiting faculty at the Indian Institute of Management, Ranchi. She has authored several articles in the areas of Performance management, Appreciative Inquiry, Work life integration, etc., and a book on Performance management.

She holds a Post graduate degree in Industrial Relations from XLRI, Jamshedpur, and a doctorate in Personnel Management from Utkal University, Odisha. She has completed a 5 year programme on 'Collaborative Leadership for Women' and is trained in Clinical Hypnotherapy. She has worked with clients across diverse sectors – Central and State Undertakings, private sector, and social sector.

She is a professional member of the Indian Society of Applied Behavioural Science (ISABS) and has been the Program Director for the Organisation Development Certification Program (ODCP) of ISABS. She has also held the role of Dean (Research) in ISABS and continues to be on the Research Committee. She is a member of NTL Institute for Applied Behavioural Science, USA; National HRD Network (NHRDN), India; and National Institute of Personnel Management (NIPM), India. She can be contacted at snigdha@ximb.ac.in or at snigpat@gmail.com

Introduction

The environment that organisations face today is highly chaotic, turbulent, competitive and fast-changing, where organisational performance becomes a survival imperative. To become a performing organisation, people excellence is vital along with technological excellence. People excellence can be achieved through a well-designed and effective performance appraisal system that is properly implemented. It is vital that the appraisal system should be aligned with the objective of the organisation, have a developmental focus, and be a motivational day-to-day tool in the hands of the superiors. The outcomes would be in terms of a committed and motivated workforce and a set of employees who would be focused on the vision and mission of the organisation.

The context

Historically, few management problems have attracted more attention than the effort to find valid, reliable, and practical ways to evaluate performance. This search has been marked by major shifts in the purposes and practices of the appraisal process and by significant refinements in the techniques used.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Performance appraisal systems in the early 20th century were trait-based, and were used mostly in military and government organisations for making administrative decisions, such as promotions and salary decisions. In the last twenty years, appraisal systems have moved towards more open, development oriented processes. There is a shift from control to development, appraisal to analysis, confidentiality to openness, and traits to quantifiable tasks and targets. The developmental aspect has been further strengthened by formulating robust links to the organisational training system. The focus is on future performance planning and improvement, rather than on retrospective evaluation of performance. Given this background, Indian organisations have also moved towards more maturity in their understanding of appraisal processes since the late 1990s: the focus has shifted from annual year-end appraisals to performance management systems with year-long planning, execution and development.

A review of literature on Performance Appraisal shows that it has been an area that has been widely studied. However, the studies of appraisal practices in the Indian context are far fewer than those that have been done in the West. This research study is an attempt to fill this gap by adding to the empirical base in India on the subject. It aims to compare the performance appraisal systems of two organisations in the aluminium industry in Odisha-INDAL and NALCO — that belong to two different sectors of the economy — the private and the public respectively. The basic assumption on which the study is based is that the purpose of performance appraisal (developmental or administrative) would differ from the private sector organisation (INDAL) to the public sector organisation (NALCO). Again, while in the public sector, the major emphasis would be administrative in nature, the major focus in the private sector would be developmental.

Based on this assumption, nine specific hypotheses were framed for the study. The hypothesis and the findings are presented in Table 1.

Methodology

This study is a perceptual study on performance appraisal system. It is exploratory in nature based on survey method.

Sampling

For various practical and operational reasons, simple random sampling technique has been used to collect data. NALCO is a multi-location organisation and data has been collected from all its main units. INDAL has its Smelter and Captive Power Plant located at Hirakud from where data was collected. The primary instrument used was a questionnaire. A total of 495 questionnaires were available for statistical analysis.

Questionnaire Design

The questionnaire developed for this study has four sections. The first two sections have solicited responses on the three dimensions of performance appraisal that have been taken up for this study: *'use of performance appraisal'*; *'process of performance appraisal'*; and *'potential appraisal'*. The third section of the questionnaire has an open-ended question, and the fourth section has collected demographic information. The data was collected in three different forms, i.e. as multiple response items, as rank order items and on a Likert scale. The reliability and validity of the questionnaire was also checked. To check the validity or internal consistency of the questionnaire, item-total correlation has been calculated. To check the reliability of items, Cronbach's alpha of 0.71 was considered, the cut-off point for retaining or dropping items and scales for further data analysis.

Data Analysis and Findings

Data was analysed with the help of SPSS (Statistical Package for the Social Sciences) version 11.0. Hypothesis testing was based on two statistical tests: Pearson's

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

correlation coefficient for the items that are on an ordinal scale; and the t-test for equality of means for the items that are measured on a Likert scale.

From the analysis, it is clear that the employees of INDAL see their performance appraisal process as (i) more developmentally oriented; (ii) perceive greater participation, openness and transparency in the system; and (iii) view the system as more meaningful, as opposed to the perception of the employees of NALCO.

Table 1: Hypotheses and Result

Sl. No.	Hypothesis	Result
1.	There is no difference between the employees on their perceptions about the use of appraisal across the two organisations.	Hypothesis was rejected
2.	There is no difference between the employees on their perceptions about process of performance appraisal across the two organisations.	Hypothesis was rejected
3.	There is no difference between the employees on their perceptions about the potential appraisal process across the two organisations.	Hypothesis was rejected
4.	There is no difference in perceptions about the use of appraisal, between the top and middle level managers of the two organisations.	Hypothesis was rejected
5.	There is no difference in perceptions about the use of appraisal, between the junior level managers of the two organisations.	Hypothesis was rejected
6.	There is no difference in perceptions about the process of performance appraisal between the top and middle level managers of the two organisations.	Hypothesis was rejected
7.	There is no difference in perceptions about the process of performance appraisal between the junior level managers of the two organisations.	Hypothesis could not be rejected
8.	There is no difference in perceptions about the potential appraisal process between the top and middle level managers of the two organisations.	Hypothesis was rejected
9.	There is no difference in perceptions about the potential appraisal process between the junior level managers of the two organisations.	Hypothesis could not be rejected

The major findings of analysis are:

- The perception of the respondents regarding the 'use of appraisal', 'process of appraisal' and 'potential appraisal' is different across the two organisations.
- The perception of the top and middle level managerial respondents regarding the 'use of appraisal', 'process of appraisal' and 'potential appraisal' is different across the two organisations.
- The perception of the junior level managers regarding the 'use of appraisal' is different across the two organisations.

The present study concludes that differences in employee perception between the public and private sector organisations still exist. However, in the competitive environment that businesses face now, the concept of public sector and private sector is no longer relevant. The need is for a performing

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

sector that works efficiently and is able to consistently achieve excellence.

Reflections on the findings and implications for organisations

This research study was my doctoral research that was done in the late 1990s and hence it is rather dated. However, I have continued engaging with the domain of performance appraisal and performance management as I teach that paper in the MBA program. Performance management continues to be one of the thorny areas for organisations, an area that generates heartburn across levels.

One of the important insights that I have gained about performance appraisal and management processes is the need for effective implementation. In my research study, it was interesting to find that while NALCO had an excellently designed appraisal system, it became meaningless to the users as it was poorly implemented. On the other hand, INDAL had a very simple system, yet it had relevance and meaning as it was linked with important organisational outcomes and thus was alive in the organisation.

HR may design an excellent system, but the test is in the implementation. It is vital that users of the system are aligned in their understanding of the purpose and outcomes. The catch in performance management processes is that the system is designed by HR and its implementation lies in the hands of line managers. Hence, unless there is a shared understanding and commitment to the purpose and process of the system amongst the designers and the users, chances of tweaking of processes to suit individual objectives rises. It also means tying significant organisational outcomes like rewards and career growth to the performance management system. Unless appraisers and appraisees see the system adding value to what they do, it will be done in a highly ritualistic manner.

My research journey

Research for me began as a job requirement, something I had to do to remain in the academic field. The first piece of formal research that I did was for my doctoral thesis. Now it has become something I do out of my interest and search for meaningful answers to complex questions. The spirit of enquiry, the curiosity and effort needed to seek answers are vital to the research process. One loses sight of the fact that we all ask questions all the time. Sometimes, the answers to those questions come from our experience and insight. However, often they are based on untested assumptions or on myths that are considered truth. Research not only provides answers to questions, but it also provides a framework and a discipline that anchors the meaning-making and answer-seeking process.

A cautionary note also needs to be sounded about research and the answers that it generates. A robust piece of research is based on a well-formulated research question. And no research question or finding would ever encompass the entirety of reality or all sides of any phenomenon that is under study. Reality is too complex and so every research process is based on certain assumptions. Thus, in understanding research, it is also vital that one is aware of the assumptions being made and the conditions under which the study undertaken.

In today's context, one is continually inundated with data from multiple sources. It is imperative that one asks the right questions and uses a robust process to find meaningful answers to them. This systematic process of enquiry is research.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

DETERMINANTS OF HUMAN RESPONSES IN MERGERS & ACQUISITIONS

Dr. D PRASANTH NAIR

Abstract

Sun-Ranbaxy, TNT-Fedex, Ola-Taxi for Sure, Shell-BP - a sample list of M&A's that have taken place in the last few months. M&A's as an instrument for corporate strategy will continue to be a phenomenon intended to create shareholder value. At the same time, a significant number of M&A's fail because of organisational and Human Resources challenges. Notwithstanding the same, most of research and focus is on the strategic, financial and legal aspects of M&A. In this research done in the period 1999-2001, as part of my doctorate, an attempt has been made to better understand the employee reactions and the triggers. The research also focuses on degree of importance that managerial actions have in enabling a smooth merger & acquisition process.

About the Author

Dr. D. Prasanth Nair, holds a Bachelor's Degree in Mechanical Engineering from Calicut University and doctorate from the Indian Institute of Management, Ahmedabad. Dr. Nair has worked in companies like GEC Alsthom, RPG Group and Wockhardt. He headed the Human Resources function and Insurance distribution business for Thomas Cook India. He also headed Global HR for Cipla.

Currently, he is the Managing Partner and Country Head of Inhelm Leadership Solutions – a HR firm specialising in Executive Search, Consulting and Training. He is also a Co-founder of an e-commerce firm. Dr. Nair can be contacted over email at dprasnair@rediffmail.com. His twitter handle is @DPrasanthNair

Context and area of Doctoral Thesis

Driven by globalisation and competitive pressures, M&A's are common strategic phenomenon with the objective of increasing the shareholder value. But they have considerable effect on employees. It is seen that employees, both of acquired and acquiring companies, react unfavourably, impacting job performance and consequently the combined organisational performance. At the same time, the success of M&A depend to a large extent on how organisations and people are managed. In such a scenario, how do employees respond and what are the factors, which contribute to the stimulation of these responses are questions worth investigating.

This study, therefore, proposed to focus on employee responses to mergers[1] and made

1 Research has thrown up that even though financial and legal aspects in 'merger' and 'acquisition' are different, the impact on employees and consequent responses are typically similar. Hence, the terms 'merger' and 'acquisition' were not differentiated in this research and was used interchangeably.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

an attempt to identify the determinants of the responses. The study also identified the relationship between the human resources interventions and the employee responses in the context of mergers, thus determining the level of importance of managerial actions during the different phases.

Hypothesis, Model, Key Findings and Implications

The survey of literature related to human resource responses in the merger context resulted in the identification of a set of dependent and independent variables used in the study, which has been brought together in a conceptual structure that will form the basis of the empirical examination of the determinants of human resource responses in the merger context.

Independent Variables: The independent variables used in the study were:

- Cultural differences between the merging entities
- Tolerance for multiculturalism of the associating organisations
- Extent of integration between the organisations
- Changes in the HR systems in the merged reality
- Acquiring – acquired relationship dynamics
- Degree of strategic relatedness of the merging organisations
- Degree of human resource management interventions

Dependent Variables

Employee Responses

As research in the subject clearly indicates, a host of negative and non-productive responses are evoked in the merger process. The perceptions and responses of individuals do undergo changes depending on the phase of the merger and the time elapsed since the merger. In order to capture this, the human responses are taken at two time spots: one *'as at the time of merger'*, and the other *'as at the time of response'*. The variables which are taken as manifestations of dependent variable "human resource responses" are:

- Inter-organisational degree of distrust between merging organisations
- Job satisfaction variations in the merged entity

The main research objective of this study, as discussed earlier, is to identify the determinants of human resource responses in the merger context, resulting in two main hypotheses.

Hypothesis 1

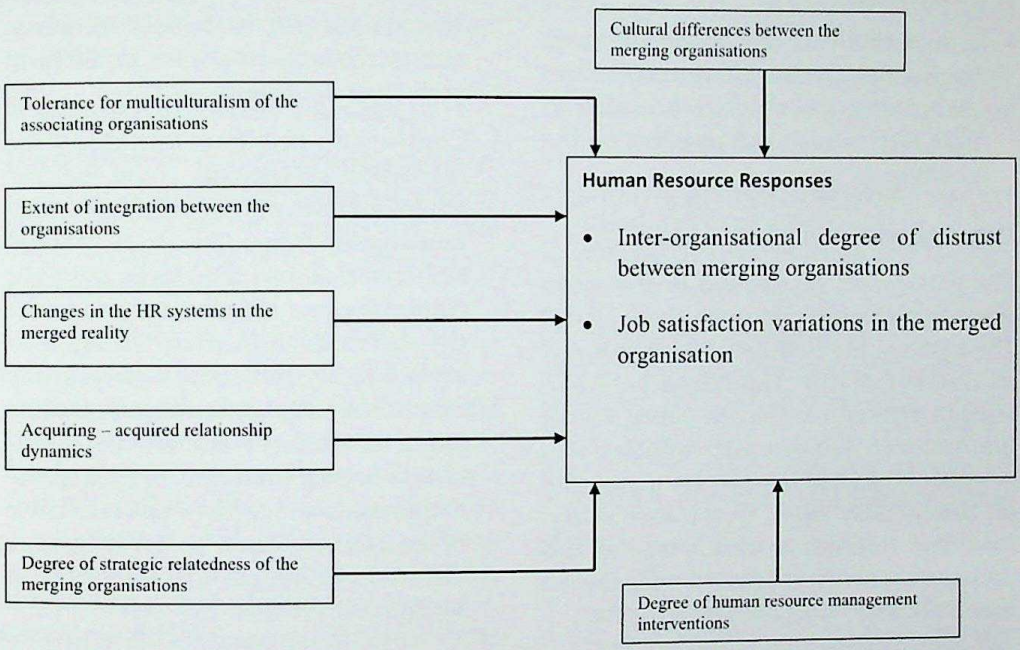
a) Inter-organisational degree of distrust between merging organisations, at the time of merger and at the time of response will be positively related to the
   - o Cultural differences between the merging entities
   - o Extent of integration between the organisations
   - o Changes in the HR systems in the merged reality

b) Inter-organisational degree of distrust between merging organisations, at the time of merger and at the time of response will be negatively related to the
   - o Tolerance for multiculturalism of the associating organisations
   - o Degree of human resource management interventions. The effect of same would be more at the time of response as compared to the time of merger.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by MoE-IKS

Gandhi Memorial College Of Education Bantalab Jammu

Model of Research: The independent and dependent variables are shown together in the model of research.



Hypothesis 2

a) Job satisfaction variations in the merged entity, at the time of merger and at the time of response will be negatively related to the
   - o Cultural differences between the merging organisations
   - o Extent of integration between the organisations
   - o Changes in the HR systems in the merged reality

b) Job satisfaction variations in the merged entity, at the time of merger and at the time of response will be positively related to the
   - o Tolerance for multiculturalism of the associating organisations.
   - o Degree of human resource management interventions. The effect of same would be more at the time of response as compared to the time of merger.

Research Design

A multi-method approach to data collection was adopted for the research, which included:

- One-to-one interviews with key stakeholders / role holders at the time of merger – to gain insight into the various issues regarding mergers.
- Questionnaire survey: This was done for the quantitative analysis that was carried out to bring the relationship between the dependent and independent variables. The unit of analysis for the questionnaire survey was the individual respondent. The instruments used in the questionnaire survey were tested for validity and reliability - Validity through Face

CC-0. Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

validity test and Item analysis; Reliability using Cronbach alpha and Split half tests.

- Case study: This was done to enhance the interpretation of the dynamics underlying the process, bringing to light facts, which had an effect on the employees.

Data Analysis and Interpretation

The hypotheses formulated in the study were tested using regression analysis. The value of the F-statistic was examined to determine the significance of the regression equation. The correlation among the different independent variables was calculated to examine for the possibility of 'multi-collinearity'. In the case study, interview transcripts were analysed and the responses were integrated under broad themes which stood out significantly.

Findings

There was a great deal of congruence in the output from quantitative and qualitative research, bringing out findings which reinforced each other.

1. The two most important drivers for both the human responses, where the regression coefficient is significant are
   a. Changes in the HR systems
   b. Degree of human resource management interventions.
2. In cases where human resource management interventions have played an important role, the negative employee responses have reduced (time of response as compared to time of merger).
3. The extent of integration between the organisations is significantly related with inter-organisational degree of distrust between the merging organisations at the time of merger. This does not appear to hold good at the time of response (after elapsed time from the point of merger), probably because after the merger, as contact increases, human resource responses in the form of distrust decreases.
4. Contrary to previous literature, the regression coefficients show that the other variables are not significant with human responses. This finding could be because at a societal level, the basic cultural norms are similar, and hence the differences in manifestation in organisations from same societal group may not be large. However, this finding might have to be re-examined in case of 'across society' mergers. Similarly, the employees seem to show an acceptance of initiatives taken to leverage the objectives of merger like the extent of integration.

Putting it together

The key findings from the research are:

- The individual responses, which impact the performance and effectiveness of individuals and the organisational performance in the long run, are affected by the extent of changes that are made, which of course depend on the type and mode in which value is to be realised in the merger.
- The steps taken in the pre, through and post-merger phases – combined in this study as human resources management Interventions are critical in managing employee responses. Some of the important steps are – Communication, Establishing connect, Creating business alignment, Building credibility, Involving people, and Creating a future road map together.
- This again points to the key finding from this study that it is not the fact of differences between the merging

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

organisations that are material, but the degree of management interventions which plays a critical role as a determinant in facilitating the merger process.

Application to real life scenarios

The application of the learnings proved to be useful in acquisitions that were made during my tenure in Thomas Cook and Cipla. A small case of one such example is presented.

Strategic Objective and Context: In the case, the acquiring firm 'A' (a European Multinational) acquired 'B' (a family owned business). The degree of relatedness was high with one business unit and not with the other. The strategic purpose of acquisition was leveraging synergy of branch network, market penetration and reduction of shared services cost. Given the differences and changes to be made, there were negative emotions in employees, many of whom were critical to be retained.

Actions

From a strategic point, changes in systems were needed to be done to leverage synergy and for compliance. Hence, at the time of merger, negative emotions especially in 'B' was high, given the changes in systems that were being done. As derived from research, a human resource management intervention plan was rolled out which included:

- Platforms for involvement of employees from both sides: An integration team having representatives from both organisations was constituted.
- Aligned business strategy – Teams from both organisations were integrated into a common organisational structure. This initially led to some discomfort, but by keeping focus on business performance, this reduced over time.
- Communication – Regular update on happenings and progress.
- Connect –Senior Management travelled to important locations for town halls and met critical talent one to one. Substantial effort was made to reduce the 'we-they' feeling.
- Creating a future road map – A new vision statement was created and rolled out after a period of about 9-12 months.

These are steps that did come out as important from research as well. And over a period of a year, negative employee emotions reduced significantly; which is also in line with the research finding. Two factors which were not considered in research, but which was evident in this case are:

1. The dynamics involved when the promoter of 'B' is inducted as an employee in the merged entity; and the implications thereof.
2. External market conditions and demand for talent can also be a determinant for individual employee response.

Summary

Studies have shown the failure rates in mergers at 50 percent and one key reason is the failure to manage people and organisational issues that arises in the context of merger. This research validates the fact that employees react unfavourably to mergers, essentially driven by changes to the processes and systems that touch them on regular basis. At the same time, this research brings out the fact that focused and appropriate management actions including communication can help manage the employee reactions. These learnings were applied in a case of merger where, even though the context was challenging, it was found that suitable managerial actions enabled the individuals and helped the two organisations achieve the objectives

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

of the merger. As leading researchers in this area, Buono and Bowditch put in perspective, "*If mergers and acquisitions are to be successful over the long-term, the basic nature of such change as a human process... must be acknowledged, understood, and integrated into the planning process.*"

References available on request.

My personal experience with Research

Doing a doctorate was a dream, but soon I found out, realising the dream was not easy. Looking back, it was an eventful, challenging, but enjoyable journey. Some of the learnings in the process are:

- One need to be passionate about it. In my case I wanted to do research because:
  - Was very interested in mergers and HR implications. This is because in my first job as an engineer, I had direct experience of watching it unfold with the consequent challenges.
  - Wanting to stretch the boundary of knowledge in one area by focusing deep into the same and making a contribution in the area.
- Choose the topic after understanding the challenge of data collection required.
- Choice of guide(s) – The guide(s) has an important role in the journey. One need to choose the guides based on their ability to add value and also, the individual comfort level.
- Be very clear on the career direction. Post the doctorate, options in the form of academics, consulting and line practitioner are available. It is important that one makes a choice early on.
- Do it as fast as possible – Be focused on research and get it as fast as possible.
- Publish your research – One should target at least 2-3 referred publications in the first couple of years.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

EXAMINING THE RELATIONSHIP BETWEEN ORGANISATION STRUCTURE AND PERCEIVED INNOVATION - A STUDY OF INDIAN CORPORATIONS

ANJAN BHOWMICK

Abstract

The focus of the study is to understand what configurations of organisations are relevant to design an innovative organisation. The study is an exploration to find out the relationship between innovation in organisation and key Organisation Structure Dimensions (OSD) of vertical and horizontal complexity, formalisation, centralisation, delegation of authority and participative decision making in the context of Indian industry in the Manufacturing, FMCG, Media and Financial Services sector.

The starting point of this study was the development of a-priori conceptual framework which postulates that there is a relationship between OSD and innovation. The conceptual framework drew up hypothetical profiles of OSD and innovation. This study sought empirical support for the conceptual framework. Perceived Innovation was taken as a surrogate measure of innovation. The measures includes employee perception of the organisation's overall approach to innovation and innovative activity.

Using a mix of focus group discussion (FGDs), questionnaire surveys and secondary data obtained in the course of field visits, data was collected from 269 managers working in 13 Indian corporate sector organisations spread across the four sectors.

Correlation analysis was carried out to examine the relationship between Innovation and OSD. Similarly, regression analysis was also conducted to find out what influence OSD have on Innovation. One way ANOVA test for demographic variables was used to analyse the sectoral differences.

The results indicated that organisation structure impacts innovation. The organisation structure dimensions (OSD) of vertical and horizontal complexity, degree of formalisation, and delegation of authority correlate positively with innovation, whereas centralisation correlates negatively with innovation; participative decision making has no significant impact when organisations design for innovation. The results of this study highlight the possible organisation structure requirements for successful innovation in Indian corporations.

About the Author

Anjan Bhowmick serves as the Member of Management Committee and Director – Human Resources of The Hershey Company, India. Anjan has fourteen years of industry experience in the Manufacturing and FMCG Sector. His earlier assignments have been with Sterlite India (Pvt) Ltd, Lafarge and ITC. He is a Fellow from the Academy of HRD, Ahmedabad, and a Symbiosis Institute of Business Management (SIBM) alumnus. He is an Executive Panel Member for Mckinsey

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Background

The study addresses the growing need to explore intra-organisational attributes impacting innovation (Ahuja, Lampert & Tandon, 2008). Understanding the determinants of innovation has been an important and fecund source of inquiry in the management and economics literatures. Although economists such as Solow and Schumpeter are most memorably associated with raising the fundamental questions on this topic, the issue has also sparked immense interest in the management area, broadly encompassing the fields of strategy, organisational theory and organisational behaviour.

The economic environment in India over the past couple of decades has compelled a shift in business strategies from a market-push to a market-pull based strategy. While, earlier, demand was high and supply scarce, the reversal of the trend to a high-supply-lower-demand situation has led to a competitive environment, posing considerable challenge to business organisations (D'Souza and Bhowmick, 2012). Faced with escalating customer expectations, organisations have had to go back to their drawing boards to analyse how to adjust quickly and adopt new ways to remain competitive. The view is clear, firms need to design structure, strategy and systems to instil a culture of innovation to compete and perform in the market place.

Lately, it has been observed in the Indian industry, that key players in the market are discarding archaic models which prioritise the urban market over the rural market, and have come out with vastly more insightful segmentation models focusing on rural markets too. In the urban markets, they are altering the dialogue with modern retailers and the emerging specialised trade channel customers in ways as to grow the market and value share. To do all this, corporations are in the process of creating a flexible and lean supply chain which can access more consumer segments and satisfy more consumer requirements. They are using technology to both, win over and collaborate more intensely with the consumers to create innovative products (Booz & Co., 2010).

For organisations in the emerging economies like India, this may be particularly important since the emergence and growth of organisations are a corollary to economic development. It would be timely to examine what organisational structure forms may be especially relevant to encourage innovation.

Statement of Problem and Objectives

This study explores the relationship between perceived innovation in organisations and the key organisational structure dimensions (OSD) of vertical complexity; horizontal complexity; formalisation; centralisation; delegation of authority and participation in decision making, in the context of the Manufacturing, FMCG, Media and Financial Services sectors in India.

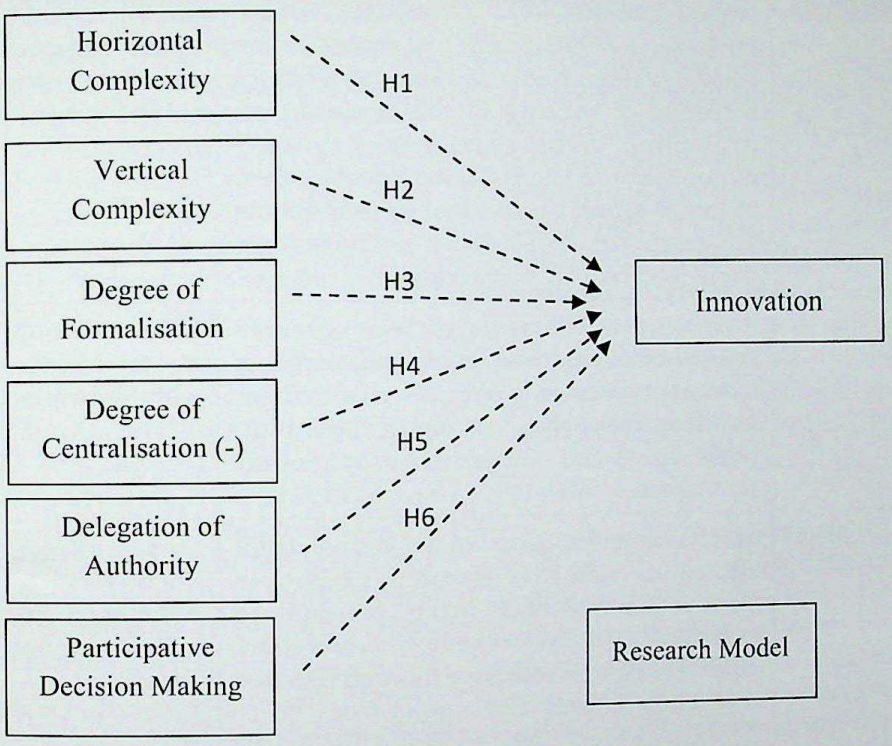
Specifically, the study aims to:

- Study the relationship between Perceived Innovation (PI) and Organisation Structure Dimensions (OSD).
- Study the Innovation – Structure relationship across Manufacturing, FMCG, Media and Financial Services sectors in India.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Proposed Research Framework



Hypothesis to be examined

As is obvious, the factors affecting Organisational Innovation has both External and Intra-Organisational Factors. External factors such as government policies, industry structure, and institutional influences impact the innovativeness of a firm. Among the intra-organisational factors, organisational climate and organisational structure are two key sets of variables (Berkinshaw, Hamel and Mol, 2008). This research explores and outlines the organisation structure requirements for successful innovation in firms.

Hypothesis	Description	Findings
HI	Research shows evidence of positive relationship between horizontal complexity and innovation. Bartol and Martin (1991) found that horizontal complexity helps promote innovation. An awareness of problems and opportunities across areas can spark creative ideas.	Horizontal complexity has a significant relationship with Innovation.
H2	Leavitt (2003) found that despite their negative reputations, many hierarchies have demonstrated impressive adaptability to change. He posits that hierarchies deliver real, practical and psychological value by fulfilling a deep human need for order and security.	Vertical complexity has significant positive relationship with Innovation.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Hypothesis	Description	Findings
H3	Shrivastava (1991) posits that formalisation through various rules and procedures creates a feeling of security in the organisation, protecting employees from arbitrary management decisions. Taking a positive view of formalisation, he says that by establishing organisational standards, it enhances role clarity and reduces role conflict.	Formalisation has significant positive relationship with Innovation.
H4	Rothwell (1992) posits that greater empowerment at lower level of management reduces number of approvals required for decisions. Empowered project managers add to the speed and efficiency of new product development.	Centralisation has negative relationship with Innovation.
H5	Most successful innovations derive from situations where a number of people from number of areas make contributions (Kantar, 2004). This can only be achieved by empowering the workforce through effective delegation of authority.	Delegation of authority has a positive relationship with Innovation.
H6	West (1990) identified Participative Safety – the sense that team members can participate in decision- making and can share ideas without fear, and considers it important for innovation.	Participative Decision Making has positive relationship with Innovation.

Summary of Findings

Broadly, the results indicate high levels of support for the hypothesis which examined the relationship between innovation and dimensions of organisation structure. Overall, the results suggest that innovation is impacted by the way you design your organisation structure.

Results also suggest that there are sectoral variances with respect to dimensions of organisation structure. Formalisation and delegation of authority was found to be varying between sectors as evident from the mean differences concluded by the ANOVA results and Regression Analysis. The Manufacturing and FMCG sectors were found to have a higher degree of formalisation for innovation than Media and Financial Services sectors. Similarly, centralisation was found to have no sectoral variances when explained for innovation in line with what the hypothesis stated. Delegation of Authority, also showed some variances in the Manufacturing sector when analysing the impact of organisation structure on innovation.

When organisation designs for innovation, the dimension of participative decision making has minimal influence on innovation when it comes to Indian corporations, despite mention of its relevance in literature recommendation and few publications from thesis work.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by KS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Theoretical Implications

Though there is a large body of literature on Innovation, the concept of Perceived Innovation is less understood. The evidence from this research suggests that only a few studies, regardless of research content, have focused on the attributes of innovations, as perceived by adopters, rather than experts (Kivlin, 1960) and may be considered as a unique concept in innovation literature.

- The study was conducted in the Indian subcontinent across four relevant sectors, Manufacturing, FMCG, Media and Banking & Financial Services across low, medium and high tier of management. Studying sectoral patterns of innovation has been a preferred pedagogy as recent as 2009 and therefore is in line with stated director of research.
- The results of this study are also consistent with prior studies in finding negative relationship between centralisation and innovation (Rotwell, 1992).
- Another notable strength of this study is the significant number of respondents (269) from different industries across 13 corporations in India from junior, middle and senior management. The sample and functional as well as sectoral heterogeneity increased the ability to generalise the findings of the present study.
- To sum up, this study makes several contributions to innovative literature. It brings together the literature on Organisation evolution, Innovation, Organisational Structure Attributes and Intra Organisational Attributions to develop a framework on how these variables relate in an organisation. Whilst not claiming to offer all the answers, this thesis has aimed at making a move towards providing an integrative model of innovation and organisation structure dimensions.
- This study provides baseline for future research by examining the role of organisation design in designing an innovative organisation, thus providing a scope for cross industrial comparison. Eastern culture where values differ dramatically from those typically found in Western context, would enhance understanding about perceptive underpinnings of employees work attitudes and behaviours in a competitive global economy.

Implications for Industry

The results of the study, very realistically, proved us with real India specific insights on organisational factors which impacts innovations, as well as broke few popular myths about the nature of this relationships, when it comes to formalisation and vertical complexity, a significant departure which the industry practitioners should take note off.

- The preceding discussion suggests that for organisations to foster and promote innovation, other things being equal, they need to have a moderate amount of vertical complexity, that is, have an adequate number of hierarchical levels as a structural mechanism for ensuring the order and the sense of security necessary for people to free energies for innovative work, provide a filtering process for screening worthwhile innovation, and satisfying human needs for growth (perceived, even if not actual).
- Whilst concentrating on levels of vertical growth, width of exposure should also be encouraged, and thus providing employees to understand and appreciate the significance of different functions, departments and geographies.

CC-0. Jammu Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

- Organisations should allow and encourage formation of informal networks within. A firm could benefit by supporting such informal group activity. Besides, such networks would also help increase job satisfaction and contribute to employee retention. Use of activity analysis and process management can also help process innovations.
- Managers should drive business relevant innovation from the lens of the decision makers, thereby reducing the cycle time for implementation and for obtaining top management support. Incorporation of product teams for new product development is another suggestion that is likely to spur innovations. Some initiatives for new product development get shelved or lost mid-way. This may be due to absence of executives having formally been designated to take the responsibility for such projects.
- Organisations need to create or develop cultures and practices that allow and encourage decentralised working even while a certain amount of vertical complexity is retained in the form of different hierarchical levels. Most employees at the supervisory level are skilled and experienced, and hence could be trusted on professional grounds. They are most aware of day-to-day problems in the plants and regional offices and other potential areas of improvements.
- Speaking of culture, organisations should encourage autonomy at various levels to enhance faster decision making process.
- Additionally, favourable Human Resource practices that signify an investment in designing organisation structures for innovation have been found to positively influence employee perception along with evaluation of existing organisational practices and policies. The results of this study also highlights that employee perception of a supportive organisation can play an important role in designing and sustaining an innovative organisation in the current scenario. Employees having positive attitude towards innovations give their organisation as well as leaders a chance to design innovative work practices. Human Resource practices therefore, plays a critical role in ensuring positive change in organisations for innovation.

References

Ahuja, G., Lampert. C. M., & Tandon, V. (2008). Moving beyond Schumpeter. Academy of Management Annals, 2 (1): pp. 1 - 98.

Bartol, K.M. & Martin, D.C. (1991). Management. McGraw Hill: New York.

Birkinshaw, J., Hamel, G., and Mol, M., (2008). Management Innovation, Academy of Management Review, 33 (4), pp. 825 - 845.

Booz & Co. (2010). FMCG Roadmap to 2020.

D'Souza and Bhowmick, A. (2012). Relationship between organisation structure and innovation. NHRD Network Journal, 5 (2), pp 25 - 30.

Kivlin, J.E. (1960). Characteristics of farm practices associated with rate of adoption. Unpublished Ph.D. thesis, University Park: The Pennsylvania State University.

Leavitt, H. J. (2003). Why hierarchies thrive. Harvard Business Review, 82 (7/8), pp. 150 - 161.

Rotwell, R. (1992). Successful industrial innovations: Critical factors for the 1990's. R&D Management, 22(3), pp. 221 - 239.

Srivastava D.K, (1991). Organisation Effectiveness: Role of organisational structure and process and personality". Ph.D. Thesis, Dept. of Humanities and Social Sciences, Mumbai, Indian Institute of Technology, Mumbai.

West, M.A. & Farr, J.L. (1990). Innovation at work, In M.A. West, & J.L.Farr (Eds.), Innovation and Creativity and Work: Psychological and organisational strategies. Chichester: Wiley.

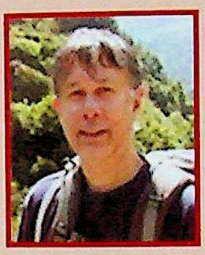
CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

THE CONSEQUENCES OF BEING DIFFERENT

Dr. PRITHVIRAJ CHATTOPADHYAY

About the Author



Dr. Prithviraj Chattopadhyay is a Professor of Management at the Hong Kong University of Science and Technology. He previously worked at the Australian Graduate School of Management (2001-2007), University of Queensland (1998-2001), and Western Michigan University (1996-1998). He was a visiting scholar at Duke University in 2004 and an International Visiting Fellow, (UK) Economic and Social Research Council / Engineering and Physical Sciences Research Council, Advanced Institute of Management Research in 2005. His work experience in India includes stints at Eureka Forbes Ltd (1984-1986) and the Tata Management Training Centre (1988-1990). He holds a Postgraduate Diploma in Management from XLRI and a Ph.D. in Management from the University of Texas at Austin.

His research interests include relational demography and diversity, managerial cognition, and employment externalisation. His research has been published in journals such as Academy of Management Review, Academy of Management Journal, Administrative Science Quarterly, Journal of Applied Psychology, Organisation Science and Strategic Management Journal. His research has been recognised with various awards including the Academy of Management Review Best Paper Award (2007), Making Connections Award for the best symposium, Organisational Behaviour Division (2007), and the Best Student Paper Award (Faculty coauthor), Managerial and Organisational Cognitions Division, 2000.

Prithviraj is currently a member of the editorial boards of Academy of Management Review, Academy of Management Journal, Journal of Applied Psychology, Journal of Occupational and Organisational Psychology, Journal of Strategy and Management and Organisational Psychology Review and was previously on the editorial boards of Journal of Management (2003-2008) and Journal of Organisational Behaviour (2005-2009). He has earned recognition for outstanding service to the Journal of Management editorial board (2006-2008) and to the Journal of Applied Psychology editorial board (2009-2014).

His hobbies include Tai Chi and Hiking.

Although my research has focused on various topics, from the time I handed in my doctoral thesis, my principle research interest has been in the area of relational demography and social identity. This topic deals with the impact of working with teammates who differ in terms of salient demographic characteristics such as race, gender, nationality, age, tenure, functional background and work status (whether temporary or permanent). Over the years I have examined whether and how these differences influence individual beliefs and emotions, identification with the team, relationships with teammates on dimensions such as trust and liking and

CC-0. Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

team member behaviours such as conflict and altruism. Overall, my research has contributed to an understanding of why the relationship between demographic dissimilarity (on the various dimensions mentioned above) and employee outcomes and behaviours varies in direction and magnitude depending on the organisational context of a particular study.

I initially became interested in this topic through working on a couple of papers that examined whether employee beliefs are influenced by their functional background (Beyer, Chattopadhyay, George, Glick, Ogilvie & Pugliese, 1997) or whether they are more influenced by those teammates who are demographically similar to the relevant team member (Chattopadhyay, Glick, Miller & Huber, 1999). Both these papers helped to refute a popular belief that executive beliefs depend on their own functional experiences,while the latter study further suggested that the beliefs of top management team members are influenced by their teammates who are similar in functional background. In other words, although executive beliefs cannot be predicted simply by looking at their past and current experiences in various functions, they can be predicted by examining the beliefs of colleagues in the TMT with similar backgrounds; the perception of similarity matters more than actual similarity.

A common thread running through my publications is the focus on the differential status attributed to members of different demographic categories. For example, male employees are often accorded higher status than female employees in India and in many parts of the world. Women are under-represented in top management teams and boards in many countries. Similarly, race and age make a difference to how respected an employee is in many parts of the world. Unlike many researchers who tackle the topic of team diversity, I have always argued (and substantiated empirically) that demographic dissimilarity does not affect all team members in the same manner; rather these effects depend on the demographic category of the individual team member and the status accorded to that category.

I stumbled on this idea accidentally (although it seems obvious in hindsight) when analysing my dissertation data a couple of decades ago. Most researchers at that time and many even now believe that being different from others in your team is uniformly bad. However, when I analysed my data (collected from four firms in the USA, including a Fortune 500 technology firm, a medium-sized software firm, a small transport firm, and a large university) using their arguments, I found no supporting results. It was only when I separately looked at the impact of race, gender, age and work status dissimilarity for different categories, that I could make sense of the data. It appears that being different on these dimensions has a stronger negative impact on relationships (a mix of attraction and trust), self-esteem, and subsequently their altruism, for employees belonging to higher status categories (young, white, permanent male employees) than on the members of lower status categories (older, minority, temporary female employees) (Chattopadhyay, 1999; Chattopadhyay & George, 2001). While everyone finds it difficult to work with those who are different in some significant way, this difficulty is exacerbated for higher status employees who lose status by associating with lower status colleagues, while the reverse may be true for employees belonging to lower status categories. In combination, these two papers question the idea that there are uniform effects of diversity that can be captured by group level studies and suggest that we need to better understand status hierarchies at work in order to understand the

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

asymmetrical impact of demographic dissimilarity.

At this point in my research it became clear to me that we need to understand more about the processes through which individual team members react to being different from their teammates in order to better explain these effects. Relational demography researchers argue that team members react to being different from their teammates by identifying less with their team, which in turn influences their attitudes and behaviours. However, diversity researchers in general tend to explore only a small part of the social identity theory (Tajfel & Turner, 1986) that underlies these arguments. Accordingly, my co-authors and I wrote a theory paper integrating social identity theory with relational demography, where we argued that lower status employees (e.g. women, minority community members), unlike their higher status colleagues (e.g. men, majority community members), do not universally identify with their own categories. Specifically, lower status team members identify with the higher status category (e.g. women identifying with men or a male dominated team) when they see they can get ahead by associating with and taking on the values and beliefs of the higher status category and tend to identify more with their own category (e.g. women identifying with women or a female dominated team) when they see no scope of enhancing their status in this manner (Chattopadhyay, Tluchowska & George, 2004).

A few subsequent papers have tested these theoretical arguments. In one paper (Chattopadhyay, 2003), I found that female and minority employees are more likely to accept their lower status when they have a more dogmatic personality; thus the influence of demographic dissimilarity on their self-esteem, their level of trust in their peers and their attraction towards their peers is positive for more dogmatic employees and negative for less dogmatic employees. In another paper (Chattopadhyay, George & Lawrence, 2004), my co-authors and I found that all team members in an Australian sample were more likely to report a positive team-based self-image when their teammates included a higher proportion of Australian males. In other words, female and non-Australian team members acknowledged the higher status of their Australian male colleagues and were more happy to construct a self-image based on their team when it included such higher status team members than when it included teammates who were more similar to themselves. These effects tend to go away in geographically dispersed team, suggesting that although face-to-face team interactions are beneficial in many ways, they may also trigger race and gender based biases (Chattopadhyay, George & Shulman, 2008).

I have sporadically worked in other areas including work on how organisational responses to environmental events may be explained by examining whether the events were framed by the CEO as threats or opportunities (Chattopadhyay, Glick & Huber, 2001), how framing events using these categories explains organisational responses to institutional pressures (George, Chattopadhyay, Sitkin and Barden, 2006) and how cognitive mapping may be used to minimise these and other biases (Chattopadhyay, Hodgkinson & Healy, 2006). However, the bulk of my work continues to further explore and extend my earlier theorising on relational demography. In two recent papers, we have shown that the negative effects of working with lower status teammates eventuate only under certain conditions. In one paper, using a sample of surgical teams, we showed that surgeons, anaesthetists and nurses were all happier and behaved better in surgery when the

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

surgical team included proportionally fewer surgeons to nurses (Chattopadhyay, Finn & Ashkanasy, 2010). Clearly, nurses were not perceived as being a threat to the status of surgeons and actually helped in lubricating interactions between status conscious medical members. In another paper using Australian research scientist data, we described conditions under which temporary workers are seen as either helping hands or competition (depending on whether the firm allows them to compete for permanent jobs) to permanent employees and this determines whether the impact of being different on this category positively or negatively impacts employee identification, self-esteem and altruism (George, Chattopadhyay & Zhang, 2012).

Finally, I have worked on how employees manage multiple social identities. In an earlier paper, my co-author and I examined whether IT contract workers (in the USA) who were employed by one firm, but spent their time on projects with various clients identified with both, and if so how did they reconcile any conflicts between the two (George & Chattopadhyay, 2006). More recently, I have been working on a project examining the identity work of call centre employees who live and work in India, but pretend to live in the US, UK or Australia in their customer service encounters (Das, Dharwadkar & Chattopadhyay, 2008). Our main focus has been to explain why some call centre employees identify completely with their client nation, some completely with their own, while still others manifest some form of hybrid identity. This and other ongoing projects focus more on understanding the social identity processes that unfold on interacting with others who differ in significant ways.

So what implications for HR managers can be drawn from my research? First of all, we all tend to fall into the trap of attributing various beliefs and attitudes to individuals based on their demographic categories. However, it turns out that beliefs, attitudes and behaviours are shaped more by interactions within teams or departments and it is possible to predict the nature of these interactions to some extent by taking note of the demographic composition of the team or department and the extent to which status is clearly divided among various demographic groups. For example, a firm where the proportion of women in top management positions equals the proportion of women in the workforce clearly signals that women are accorded status based on their merit rather than their gender. Under such conditions, it is possible for gender diversity in teams at all levels in the organisation to have a positive effect as long as men don't feel overly threatened by women occupying their traditional positions. Positive effects here could include (i) increasing the talent pool at all levels in the firm by opening it up to women; (ii) getting different points of view from a more gender diverse team (e.g. women are known to employ different leadership styles from women); and (iii) being better networked with a wider range of external bodies. HR professionals can play a very important role in creating situations where the negative effects of diversity are minimised and the positive effects maximised. In particular, it is critical for HR professionals to create an organisational culture where employees belonging to different demographic categories can explore, rather than suppress, how being demographically dissimilar to their colleagues shapes their attitudes and behaviours.

My experiences

I initially got into working in the area of demographic dissimilarity partly because I was interested in understanding how employees may work effectively in increasingly diverse workplaces around the world and partly because I wanted to

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

understand my own experience of being part of a small Indian minority in a US university. My personal experiences not only helped me to theorise about these issues and interpret the data, but also to motivate myself in doing research on this topic for over two decades. Everyone undertaking research should be prepared for times (sometimes seemingly unending) when data do not yield expected results, journals reject your most cherished pieces of work and everything that can go wrong does so quite spectacularly. At such times, it is infinitely easier to pick up the pieces and move on with research if that work is intrinsically interesting and somehow personally meaningful. So, I would advocate to anyone deciding on a research topic (particularly for a dissertation that may kick-start a lifetime of research), that it should, in addition to being theoretically interesting, practically relevant, be also personally meaningful.

References

Beyer, J.M., Chattopadhyay, P., George, E., Glick, W.H., Ogilvie, dt, & Pugliese, D. (1997). The selective perception of managers revisited. Academy of Management Journal, 40, pp. 716-737.

Chattopadhyay, P. (1999). Beyond direct and symmetrical effects: The influence of demographic dissimilarity on organisational citizenship behaviour. Academy of Management Journal, 42, pp. 273-287.

Chattopadhyay, P. (2003). Can dissimilarity lead to positive outcomes? The influence of open versus closed minds. Journal of Organisational Behaviour, 24, pp. 295-312.

Chattopadhyay, P., Finn, C.P, & Ashkanasy, N.M. (2010). Asymmetrical effects of functional dissimilarity on identification, emotion and behaviour in surgical teams. Academy of Management Journal, 53, pp. 808-826.

Chattopadhyay, P. & George, E. (2001). Examining the effects of work externalisation through the lens of social identity theory. Journal of Applied Psychology, 86, pp. 781-788.

Chattopadhyay, P., George, E., & Lawrence, S. (2004). Why does dissimilarity matter? Exploring self-categorisation, self-enhancement and uncertainty reduction. Journal of Applied Psychology, 89, pp. 892-900.

Chattopadhyay, P., George, E., & Shulman, A. The influence of sex dissimilarity in distributive versus colocated groups. Undergoing third review at Organisation Science.

Chattopadhyay, P., Glick, W.H., & Huber, G.P. (2001). Organisational actions in response to threats and opportunities. Academy of Management Journal, 44, pp. 937-955.

Chattopadhyay, P., Glick, W.H., Miller, C.C., & Huber, G.P. (1999). Determinants of executive beliefs: Comparing functional conditioning and social influence. Strategic Management Journal, 20, pp. 763-789.

Chattopadhyay, P., Hodgkinson, G.P. & Healy, M.P. (2006). Of maps and managers: Toward a cognitive theory of strategic intervention. Academy of Management Best Paper Proceedings.

Chattopadhyay, P., Tluchowska, M., & George, E. (2004). Identifying the in-group: A closer look at the influence of demographic dissimilarity on employee social identity. Academy of Management Review, 29, pp. 180-202.

Das, D., Dharwadkar, R., & Chattopadhyay, P. (2008). Work and beyond: Toward an emic understanding of everyday identity transitions in Indian call centers. Presented at the Academy of Management Meeting, Anaheim, CA, USA.

George, E. & Chattopadhyay, P. (2005). One foot in each camp: The dual identification of contract workers. Administrative Science Quarterly, 50, pp. 68-99.

George, E., Chattopadhyay, P., Sitkin, S., & Barden, J. (2006). Cognitive underpinnings of institutional persistence and change: A framing perspective. Academy of Management Review, 31, pp. 347-365.

George, E., Chattopadhyay P. & Zhang, L.L. (2012). Helping hand or competition? The moderating influence of permeability on the relationship between blended workgroups and employee attitudes and behaviours. Organisation Science, 23, pp. 355-372.

Tajfel, H. & Turner, J. (1986). The social identity theory of intergroup behaviour. In S. Worchel & W. Austin (Eds.), Psychology of intergroup relations (pp. 7-24). Chicago: Nelson Hall.

CC-0. Panjab University Digitized by eGangotri Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

LEARNING ACROSS GENERATIONS

Dr. SASMITA PALO and Dr. AFSHA DOKADIA

About the Authors

Dr. Sasmita Palo is a Professor in the area of Organisation Behaviour and Diversity Management at the Centre for Human Resources Management, Tata Institute of Social Sciences, Mumbai. She has almost two decades of teaching and research experience in the areas of OB, Workplace Diversity, and Learning and Development. She has published widely in various national and international peer reviewed journals pertaining to her field. She can be contacted at spalo@tiss.edu

Dr. Afsha Dokadia is a senior lecturer at International Management Institute. Her research interests are in the field of Multi-Generational workforce, Generational Diversity, Talent Management, Strategic HRM and Organisational Restructuring. She has over a decade of experience in the area of learning and organisation development with companies like Coke, Spice, Mahindra & Mahindra, Essar, L&T, P&G, and many more. She also had the opportunity to work on various aspects of the employee life cycle — starting with talent identification, acquisition, talent development and employee engagement initiatives. Igniting and facilitating people to discover their potential and help move their dreams closer to reality has been an area which Afsha has worked on. She has recently completed her Ph.D. at TISS in the area of multigenerational workforce in India.

Organisations across the world today have acknowledged learning as one of the crucial business goals, and correctly so, since organisational agility and organisational competitive advantage are the byproducts of individual and organisational learning. To meet the needs of skill-hungry employees, organisations are in a frenzy for designing innovative instructional frameworks that suit the needs of a multigenerational workforce. The generational theory proposed by Karl Mannheim (1928) postulates that people belonging to the same age group, who witness common and crucial socio-political and historical events during the developmental stages of their life form a generational group (Kupperschmidt, 2000). These differences in the socialisation during their growing up years impact work related attributes and preferences, which in turn impact workplace behaviours and expectations like motivation, career & growth opportunities, learning interventions, and reward & recognition, among many others. Hence, to customise learning programs according to the needs and preferences of a multigenerational workforce, and to implement effective learning interventions, it is pertinent that organisations understand generational differences and preferences of various generational participants.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by MoE-IKS and MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

The current article draws its findings from a recent study conducted at Tata Institute of Social Sciences on Generational Differences in Learning Preferences. The study was conducted on more than six hundred employees of various public and private sector organisations in India. The generational participants of the study represented various sectors like Consulting, BFSI, Manufacturing, IT & ITES, Steel and Power sector, FMCG, and many more. The participants belonged to the three generations currently existing in the Indian workforce. Specifically, those born in or before 1968 represent the senior generation employees, those born between 1971 and 1984 represent the middle generation of employees, and those born in or after 1987 represent the younger generation of employees. The study focused on understanding the learning styles and preferred mode of learning for different generations. It also explored the various learning interventions which they would prefer their organisations to implement on them.

Generational participants unanimously believed in the importance of learning for professional and personal growth, and viewed learning as a catalyst for future career development. Though all the generations had an orientation towards learning, they differed in their learning styles, areas of development, and preferences for learning interventions. Studies focusing on generational differences in learning styles and preferred learning interventions have argued on a deep link between childhood socialisation patterns, school learning systems, and development of learning style and their impact on subsequent differences in expectations from learning interventions (Kolb, 1999; Rowe, 2008). The present study also found that socialisation differences of generational participants led to different learning styles that subsequently lead to difference in organisational expectation of learning interventions.

The younger generation employees, born in or after 1987, exhibited a kinesthetic learning style, and preferred experiential learning programs like cross-functional movements, action learning projects, shadowing assignments, outbound programs, on the job training, etc., where they can learn new concepts and skills through practice and experience. These learners have grown up in highly interactive classrooms of the late 1990s and early 2000s, which evolved from regimented, row-based seating arrangements, to collaborative, small-group seating arrangements that were designed to inculcate collaborative teamwork, interactions, and activities. The average number of students per class also reduced around the same time, hence the class teacher was able to allocate personalised attention to each student and constantly monitor his/her development. Additionally, their parents' quest of making them best students made them schedule their time between school, tuition classes, and extracurricular activities. Evidently, the outcome of this socialisation is a generation that is adept at getting many things done in the shortest and smartest way, where the quality of output and depth of understanding concepts may be forfeited for speed and efficiency. The collaborative classrooms have groomed to be kinesthetic learners who enjoy learning by doing. Earlier researchers too have found that the Gen Y prefers kinesthetic learning styles (Purwanti et al., 2013; Leung et al., 2014).

The middle generation, born between 1971 and 1984, has a kinesthetic and visual learning style. They reported that they wanted to get involved in organisational interventions like talent mobility, and coaching and mentoring. They have been educated in government or public schools that followed regimented, row-based seating arrangements with high number

CC0. Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

of students per class, which limited the possibility of classroom interactions. Further, most lectures were a one-way communication where the teacher taught and the student learned by listening to the teacher. Only handful of the top rankers of the class had the liberty to interact with the teachers. This instilled in them a competitive spirit of proving oneself by being the best in class. This generation continues to exhibit this competitive spirit as they strive to gain learning and excellence in their field of expertise through constantly working on their areas of development or learning by listening to coaches, mentors, or senior supervisors. In these lines, earlier research found that the Gen X employees wanted to work with organisations that provided them the scope of learning through practicing new skills (Corley, 1999).

The senior generation, born on or before 1968, had a visual and auditory learning style. Further, they preferred learning interventions like international MDPs and coaching support.

Generational differences could also be seen in the preferred mode of learning. As discussed before, preferred mode of learning too is influenced by the socialisation process in schools, how education was delivered, peer support in learning, cultural and social influences, focus on independence and experimentation, and exposure to technology or the lack of it. The younger and middle generation respondents spoke of the follies of the traditional instructor-centered style of learning programs and suggested the need for movement towards learner-centered learning programs. The younger generation participants discussed their keenness in learning at their own pace and through unconventional ways. They were eager to learn through key stakeholders, peers, and informal mentors. They focused on using the trial and error method of learning when required, and when that was not possible, they utilised online resources or field-based knowledge for enhancing learning. They preferred informal approaches clubbed with learning interventions based on the principles of experiential learning.

The middle generation enjoyed a blended learning approach. They preferred learning modules to be crisp and problem-centric, which could help them in trouble-shooting issues at the workplace. The blended learning approach encompasses a synergistic mix of various techniques of learning like formal classroom-based learning, informal on-the-job learning, face-to-face learning, and e-learning. Recent studies on the effectiveness of the blended learning approach have found that organisations practising this approach are able to attract best talent, as well as create an inclusive culture that helps the brand image of the organisation (Peacock, 2014). The senior generation still preferred a traditional learning approach.

Along with this, all generational members expected coaching support, but in varied forms. The younger generation wanted coaching to enhance their organisational performance; the middle generation expected coaching support to get ahead in their career, while the senior generation wanted coaches to help them in reflecting on their own knowledge repositories. Further, generational preferences on training duration and facilitator types differed as the younger generation wanted experiential workshops, while the senior and middle generations were ready to engage in issue-based training programs that helped them resolve organisational issues.

Plethora of research papers published in the recent past focus on the tech savvy nature of Gen Y. These researchers propose that organisations should move all their learning content to the e-learning

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2023-Grant

Gandhi Memorial College Of Education Bantalab Jammu

format (Proserpio & Gioia, 2007; Rhodes, 2013; Ripley, 2013). Contrary to this well researched hypothesis, the younger generation respondents of the current study vehemently denounced the use of e-learning platforms for imparting crucial skills. Most of them admitted that the solitary nature of e-learning modules acted as a deterrent in learning engagement. Further, they suggested that technology could enhance learning only if it uses interactive technology that forces the learner to think, act, and respond to the learning program. The middle and senior generation respondents of the present study corroborated this perspective and did not support the use of e-learning as the sole means of imparting knowledge. Hence, in the Indian context, it would be prudent to utilise e-learning as an add-on method of imparting learning, used in combination with traditional, more interactive, and people-oriented methods of learning.

In view of the different expectations of the generational participants of the present study, it is clear that modern day learning professionals have a tough job of designing learning interventions to suit the expectations and requirements of these generational participants. Generation intensive interventions need to be designed keeping in view the emerging technologies, cultural context, and socio-technical systems which play a larger role in the way every generation learns.

References

Corley, T. (1999). Becoming an employer of choice for Generation X: The elements of the deal. Journal of Career Planning & Employment, 59(4), pp. 21-26.

Kolb, D.A. (1999). Learning style inventory. New York: McBer and Company.

Kupperschmidt, B.R. (2000). Multigeneration employees: Strategies for effective management. The Health Care Manager, 19(1), pp. 65-76.

Leung, A., McGregor, M., Sabiston, D., and Vriliotis, S. (2013). VARK Learning styles and student performance in principles of micro vs macroeconomics. Journal of Economic and Economic Education Research, 16(2), 5. (Conference Journal Proceedings).

Mannheim, K. (1952). The Problem of Generations. In P. Kecskemeti (Ed.), Essays on the Sociology of Knowledge. pp. 276-322, London: Routledge & Kegan Paul.

Peacock, A. (2014). How blended learning can create a more inclusive culture. Strategic HR Review, 13(3), pp. 118-122.

Proserpio, L., & Gioia, D.A. (2007). Teaching the Virtual Generation. Academy of Management Learning & Education, 6(1), pp. 69-80.

Purwanti, J, Rizky, F & Handriyanto,W. (2013). Managing Learning Style across Generation in Workplace. In Proceedings of ICICKM 2013, The 10th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning. pp. 655-663.The George Washington University. Retrieved from http://digitalcommons.unl.edu/podimproveacad/246

Rhodes, A.J. (2013). Innovative Practices in the Reading Clinic: Helping "Digital Natives" Incorporate 21st Century Technologies. In Evan Ortlieb, and Earl H. Cheek (Eds.) Advanced Literacy Practices (Literacy Research, Practice and Evaluation). Volume 2, pp. 283 - 301. New York: Emerald Group Publishing Limited.

Ripley. A. (2013). Training and developing "digital natives" should be at the heart of UK business. Development and Learning in Organisations: An International Journal, 27(5), pp. 4-6.

Rowe, K.C. (2006). Training across generations. InfoLine. Tips, Tools, and Intelligence for Trainers, 25(0812), pp. 1-4.

CC-0. Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

FORMALISING FLEXIBLE WORKING METHODS – THE PANACEA TO LOW WOMEN'S WORKFORCE PARTICIPATION?

Dr. SAUNDARYA RAJESH

About the Author

Dr. Saundarya Rajesh, a Ph.D. in women's workforce participation, is one of the earliest voices in India to speak on Gender Diversity and Inclusion of Women. She is an award-winning social entrepreneur, best known for the pioneering work done in the space of second careers and flexible working.

Founder-President of AVTAR Career Creators and FLEXI Careers India, Saundarya leads tripartite (community-organisation-individual) engagements in Women's workforce participation, Diversity training, Diversity Audits and Diversity Recruitment. Under her guidance and mentoring, India has seen the advent of formal Second Career programs for women, initiated by several large organisations. Saundarya is also a leading keynote speaker at national and international forums in the areas of business, education, public policy and youth development.

The Indian Scenario

It has been several years since we changed the statistics around women. With the advent of LPG (Liberalisation, Privatisation and Globalisation) in the early '90's, there was a healthy jump in the representation of women in the Indian workplace, but the music has been tapering off. The energy of hope around further increases in women's workforce participation has been dwindling with the 2013 NSSO study providing grave evidence that more women are actually dropping off the workforce than ever before. Adding to the already poor 23.6% women's white-collar labour force participation rate in India, we have an additional 18% women who take short to medium term breaks in career, which suspiciously enough become permanent many a times. With the re-entry opportunities for women being a tough bargain, India Inc. stands to lose 50% of its qualified manpower to its biggest competitor for talent – the home.

Has the business case for Gender Inclusion been proven, really?

At one time about a couple of decades ago, when the availability of talent far exceeded the demand, Indian companies did not see value in investing in a Gender Diversity agenda. The theory of equality — of all things remaining the same as far as men and women in the workplace were concerned — ruled nonpareil. A theory, that while erring on the side of non-discrimination, missed seeing the obvious — the fact that men and women's careers were by no means similar. With the traditional moorings of a country like India that held centuries of conditioning, the career emancipation of women was a hard paradigm to crack. This, in spite of the fact that women's recent access to

CC-0. Agamnigam Digital Preservation Foundation, Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

education and job opportunities led them to believe that a world different from the one that their mothers had inhabited, was available to them.

Grappling with this new order, of attaining educational status equal to men, then retaining the 'Indianness' by way of early marriage, followed by early childbirth, and then aspiring for a western-style career with its empowerment, its choices and its individualistic flavour, seemed too much of a paradox for the Indian woman. Marinating in the social identity of a home-bound care-giver persona, yet prodded by the vision of equal participation at work, the Indian woman was caught in the cultural cross-fire. The resultant scenario was one that confounded all talent managers — highly promising, ambitious, talented young women joined the workforce and astounded their bosses with their ability to demonstrate discretionary effort, only to drop off disappointingly mid-career, with no visible diagnosis at hand. Everything came under the scanner — the organisational culture, the family system, the woman's own career orientation, mother-hood, care-giving — but no solution presented itself that bestrode the many worlds of the Indian woman.

Between the years 2005 and 2010, a global search for the answer to enhancing the workforce involvement of women began. A separation of the facts from the fads took place and companies that were otherwise thought-leaders but failed miserably in gender balance, did some deep soul-searching. All organisational practices were assessed and success stories that buttressed the case for having more women in the workplace were created. In India too, companies that traditionally had robust human capital practices began to see Gender Diversity from a fresh stance. The inclusion of women into the workforce made business sense from multiple perspectives such as – The Employee availability angle; The 'Workplace = Marketplace' customer-centric angle; and The Sustainability angle.

But the results were not immediate. Women still exited the workplace in double digit percentages and the search for the silver bullet began in all earnest.

My Ph.D. Journey

One such search for a solution that would be a revolutionary game-changer in increasing women's workforce participation in India was my own Ph.D. journey.

Began in 2008 after almost 10 years of working in the space of career creation, my Ph.D. was an earnest desire to return to the linear, predictable, academic world, where your efforts were directly proportionate to results (at least that had been my own experience!). The hidden agenda was of course to provide my clients in the Talent Strategy consulting space, a solution to ensure greater retention of women in the Indian workplace. It was well after the passage of 2 full years that I realised that this was a 'motherhood' problem in more ways than one. Over 1,600 interviews and several focus group sessions later, I came close to understanding, that attempting a doctoral dissertation on a topic that had less research papers from an Indian perspective than you could count on the fingers of one hand, was indeed a search for the proverbial needle in the haystack.

The process

The rigour of an academic process often teaches practising professionals like us that sometimes the means is the end. Apart from refreshing my knowledge of statistics, quantitative techniques and data analysis methods, I had to read extensively — a luxury that I could ill-afford keeping in mind my exacting work schedule as a first-generation social entrepreneur. However,

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

the schedule gradually fitted itself into my day, proving the antithesis of Parkinson's Law that time expands to accommodate something that you are really intentional about.

As I slowly got my sense around the rhythms, the peaks and troughs of research and analysis, several tough asks presented themselves. Building the theoretical framework on which the hypothesis rested was the paramount challenge. With the help of a highly involved doctoral committee and a bunch of extended quasi-researchers, aka my own colleagues — who were excited about the possibilities of a solution, I identified the two major constructs that served as the basis for all research and resultant discussion on the topic of women's workforce participation – A) Career Enablers and B) Career Strength Indicators.

Career Strength Indicators and Career Enablers

- Career Strength Indicators are the indicators to measure the performance and manage the various aspects of the careers of the professionals in the organisations. A Career Enabler is defined as a factor that provides support to an employee in the workplace and contributes to her professional development. Each career strength indicator is impacted by one or several career enablers who act as a means to deliver a positive impact on a woman's career (Corwin, et. al., 2001) [130]. The four key career strength indicators for women professionals are:
  - Work-Life Balance
  - Employee Engagement
  - Growth
  - Longevity

The career enablers for women professionals are presented as below:

Self-initiated Enablers

- Negotiating for flexible working at the workplace
- Re-skilling programs
- Appointing a non-family care giver at home
- Presence of family-member care giver at home
- Usage of day care services

Organisation-initiated Enablers

- Mentoring
- Skill-building programs
- Flexi-working options
- Organisation provided crèche
- Inspiring/Supportive peer group

The workforce participation rate of women is influenced by the presence of the career strength indicators, which are in turn affected by the usage of career enablers. These career enablers work as catalysts for the career strength indicators and lead to the woman continuing her presence in the workforce. The relationship between career strength indicators and career enablers are presented in Table 1 below.

Sampling, Data Collection and Framework of Analysis

One of the key benefits of choosing a Ph.D. topic that falls well within your own line of work is that you have greater access to data than the regular joe. Our network of women professionals – the AVTAR I-WIN (Indian Women-professional's Interface Network) network was a gold mine of information. Our being the organisers and creators of India's first Career Fair for women in March 2011 in collaboration with *The Hindu* helped even more. The ability to reach out to a population that is statistically near-perfect is a researcher's dream come true, as it was in my case. The data and

CC-0. Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Trend

Gandhi Memorial College Of Education Bantalab Jammu

Table 1 - Career Strength Indicators and Career Enablers

Career Strength Indicators	Self-Initiated Enablers	Organisation-Initiated Enablers
Work-Life Balance	Day Care Services, Flexible Working, Non Family Care Giver, Family Member Care Giver	Flexi Working Policies, Supportive Peer Group, Organisation sponsored Crèche
Employee Engagement	Flexible Working	Mentoring, Supportive Peer Group, Flexi Working Policies
Growth	Skill Development Programs, Family Member Care Giver, Flexibility	Mentoring, Skill Building Programs
Longevity	Day Care Services, Flexible Working, Non Family Care Giver, Family Member Care Giver	Flexi Working Policies, Organisation sponsored Creche, Skill Building Programs, Mentoring, Supportive Peer Group

information that was collected from the primary source of the women professionals was through a pre-tested, structured questionnaire. The doctoral committee sent me back a few times to sculpt the questionnaire better and more sharply, which resulted in ease of analysis (though at the time I often berated their sadistic nature). The structured questionnaire consisted of the following sections.

- Section-A: Demographic characteristics
- Section-B: Work experience
- Section-C: Organisational (career-related) information
- Section-D: Flexible working experience
- Section-E: Career breaks
- Section-F: Perception of women professionals on career strength indicators
- Section-G: Usage of career enablers by the women professionals.
- Section-H: Importance of career enablers for reducing stress, increasing loyalty and positive outlook, improving leadership, and extending longevity of career of women professionals

The data that was collected was predominantly nominal, categorical and ordinal. Cochran's sample size formula for categorical data was used and determined as 880. However, to attain the acceptable level of the reliability of data, the sample size was increased to 1,064. The data and information was collected from women professionals across the country.

Statistical Tools used

In my B-school days, I used to be terrified by the fiendish cruelty of quantitative techniques. I realised that even after a

CC-0. Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

the schedule gradually fitted itself into my day, proving the antithesis of Parkinson's Law that time expands to accommodate something that you are really intentional about.

As I slowly got my sense around the rhythms, the peaks and troughs of research and analysis, several tough asks presented themselves. Building the theoretical framework on which the hypothesis rested was the paramount challenge. With the help of a highly involved doctoral committee and a bunch of extended quasi-researchers, aka my own colleagues — who were excited about the possibilities of a solution, I identified the two major constructs that served as the basis for all research and resultant discussion on the topic of women's workforce participation – A) Career Enablers and B) Career Strength Indicators.

Career Strength Indicators and Career Enablers

- Career Strength Indicators are the indicators to measure the performance and manage the various aspects of the careers of the professionals in the organisations. A Career Enabler is defined as a factor that provides support to an employee in the workplace and contributes to her professional development. Each career strength indicator is impacted by one or several career enablers who act as a means to deliver a positive impact on a woman's career (Corwin, et. al., 2001) [130]. The four key career strength indicators for women professionals are:
  - Work-Life Balance
  - Employee Engagement
  - Growth
  - Longevity

The career enablers for women professionals are presented as below.

Self-initiated Enablers

- Negotiating for flexible working at the workplace
- Re-skilling programs
- Appointing a non-family care giver at home
- Presence of family-member care giver at home
- Usage of day care services

Organisation-initiated Enablers

- Mentoring
- Skill-building programs
- Flexi-working options
- Organisation provided crèche
- Inspiring/Supportive peer group

The workforce participation rate of women is influenced by the presence of the career strength indicators, which are in turn affected by the usage of career enablers. These career enablers work as catalysts for the career strength indicators and lead to the woman continuing her presence in the workforce. The relationship between career strength indicators and career enablers are presented in Table 1 below.

Sampling, Data Collection and Framework of Analysis

One of the key benefits of choosing a Ph.D. topic that falls well within your own line of work is that you have greater access to data than the regular joe. Our network of women professionals – the AVTAR I-WIN (Indian Women-professional's Interface Network) network was a gold mine of information. Our being the organisers and creators of India's first Career Fair for women in March 2011 in collaboration with *The Hindu* helped even more. The ability to reach out to a population that is statistically near-perfect is a researcher's dream come true, as it was in my case. The data and

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Table 1 - Career Strength Indicators and Career Enablers

Career Strength Indicators	Self-Initiated Enablers	Organisation-Initiated Enablers
Work-Life Balance	Day Care Services, Flexible Working, Non Family Care Giver, Family Member Care Giver	Flexi Working Policies, Supportive Peer Group, Organisation sponsored Crèche
Employee Engagement	Flexible Working	Mentoring, Supportive Peer Group, Flexi Working Policies
Growth	Skill Development Programs, Family Member Care Giver, Flexibility	Mentoring, Skill Building Programs
Longevity	Day Care Services, Flexible Working, Non Family Care Giver, Family Member Care Giver	Flexi Working Policies, Organisation sponsored Creche, Skill Building Programs, Mentoring, Supportive Peer Group

information that was collected from the primary source of the women professionals was through a pre-tested, structured questionnaire. The doctoral committee sent me back a few times to sculpt the questionnaire better and more sharply, which resulted in ease of analysis (though at the time I often berated their sadistic nature). The structured questionnaire consisted of the following sections.

- Section-A: Demographic characteristics
- Section-B: Work experience
- Section-C: Organisational (career-related) information
- Section-D: Flexible working experience
- Section-E: Career breaks
- Section-F: Perception of women professionals on career strength indicators
- Section-G: Usage of career enablers by the women professionals.
- Section-H: Importance of career enablers for reducing stress, increasing loyalty and positive outlook, improving leadership, and extending longevity of career of women professionals

The data that was collected was predominantly nominal, categorical and ordinal. Cochran's sample size formula for categorical data was used and determined as 880. However, to attain the acceptable level of the reliability of data, the sample size was increased to 1,064. The data and information was collected from women professionals across the country.

Statistical Tools used

In my B-school days, I used to be terrified by the fiendish cruelty of quantitative techniques. I realised that even after a

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

decade or two, your basic dread for a boogey never changes. You might be the most articulate of orators when it came to abstract concepts, but you were reduced to a babbling mass of hysteria when the words "Comprehensive Viva to assess statistical inferences" were uttered.

Basic analytical exercises such as frequency and percentage analysis were managed with panache. Correlation analysis was also artfully employed to examine the several relationships between the variables. In order to assess the influence of the choice of a career enabler for the women professionals at different levels in the organisational hierarchy, multiple regression analysis was carried out. And here it started becoming laborious. When the doctoral committee suggested canonical correlation analysis to check the relationship between the career strength indicators and career enablers of the women professionals, I could sense that my happy days were over.

And there was more in store. In order to understand the perceptions of the women professionals about the combination of career strength indicators and career enablers, both sets of variables were analysed by employing classical multidimensional scaling (CMDS). An amazing tool that provides a visually arresting result, its diabolic nature is revealed when you have to identify the algorithm to place each object in *N*-dimensional space such that the between-object distances are preserved as well as possible.

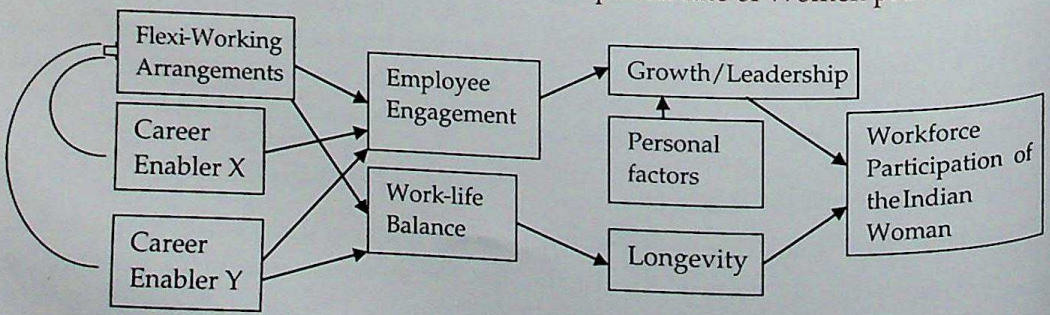
The zenith of statistical agony was reached when the path analysis had to be carried out to check the inter-relationship between career enablers and career strength indicators influencing the workforce participation rate of women by employing structural equation modelling. After several sleepless weeks and acquisition of ulcers, I finally sought the help of a friend who viewed statistics as a cherished confidant and the result was the translation of the collected data into a series of charming analyses that provided thrilling insights.

The hypothesised model for inter-relationship between career enablers and career strength indicators influencing the workforce participation rate of women professionals is shown in Figure 1.

Summary of Hypotheses

At the end of the long process, the rejection or acceptance of the null hypotheses were summarised as follows:

Figure 1:Hypothesised model for Inter-Relationship between Career Enablers and Career Strength Indicators for Workforce Participation rate of Women professionals



CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Hypothesis	Rejected / Accepted
There is no significant relationship between educational qualification of women professionals and perception regarding flexible working.	Rejected
There is no significant relationship between incidences of career breaks and perception regarding flexible working.	Rejected
There is no significant relationship between utilisation of flexible working and the age of the women professionals.	Rejected
There is no significant relationship between utilisation of flexible working and seniority of the women professionals.	Rejected
There is no significant influence of the choice of a career enabler for the women professionals at different levels in the organisational hierarchy.	Rejected
There is no significant relationship between work-life balance, employee engagement, growth and longevity.	Rejected
There is no significant relationship between work-life balance, employee engagement, growth, longevity and career enablers.	Rejected
There is no significant relationship between career strength indicators and career enablers of women professionals.	Rejected
There is no significant inter-relationship between the career enablers and career strength indicators influencing the workforce participation rate of women.	Rejected

Conclusions that emerged from the study

The moment of truth arrived 5 years from the date of my registering for the doctoral program. At the Viva Voce, a full hall of students and invitees along with my own two families – the work one and the home one – gathered to provide moral support when I presented the findings and suggested the following recommendations:

- To give women a choice about their actual working hours, usually outside certain agreed core times, whereby women professionals can vary their starting and finishing times each day at work and sometimes also their break times during the day, is a prime managerial innovation and one that actually determines the workforce participation of women in India.

- It is important that policy efforts in relation to the promotion and development of family friendly/flexible working arrangements are responsive to changing demographic trends, especially with the advent of more women into the workplace. Flexible working methods are the paramount solution to a range of time-challenged problems that women face while attempting to straddle the twin worlds of home and work.

- It is observed that women who have continued to thrive and grow in their

CC-0.Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

careers have used one or a combination of the self-initiated career enablers to ensure that their careers are fully supported. Women who have taken a break in career almost always attest to the absence of one or many of the factors in ensuring that the infrastructure at home is not accommodating of their career aspirations. Hence, the proper infrastructural support, both at homes and organisations should be strengthened.

- Similarly, any organisation which seeks to provide sustainable, long-term careers for its women employees should ensure that the organisation-initiated enablers are provided in good measure and their usage is promoted aggressively. This will lead to a higher retention rate of women employees as also provide for a culture that celebrates diversity.

- While organisational change programs may be designed to achieve a particular goal and may be implemented in a planned manner, organisations are dynamic and the process of change may bring about additional and/or alternative outcomes. In this case, Flexi working policies – which are primarily about assisting women professionals to gain a more satisfactory work-life integration, could also produce outcomes that could have negative implications for career progress in the longer term if not nuanced adeptly.

- There is considerable proof with regard to the key role played by Flexible Working methods in enhancing the employment experience of women professionals, resulting in greater discretionary effort. Thus, the onus is on talent managers of companies to respond to changing labour market conditions by offering and extending such arrangements, to enable women employees to better reconcile work and life responsibilities.

- From its characteristic of being both a self-initiated career enabler as well as an organisation-led career enabler, Flexible Working arrangements is a key propellant of women's careers. In its avatar as a self-initiated career enabler, flexi-jobs or flexi-careers are negotiated by the woman professional, independent of the existence of policy to support this in an organisation.

- Flexible Working methods need not be used only for existing women employees as a retention mechanism. They can also be used in sync with recruitment as well to attract a pool of returning women who seek flexibility in the initial few months of their return.

- In order to create a sensitive environment where Flexible Working methods are seen as an employee value proposition and not as a "favour" being granted, workshops to educate and sensitise the managers and peers of flexi-working women professionals are to be conducted. This has the potential to address a range of key organisational concerns, most notably in relation to recruitment and retention of flexi-working women professionals.

- The career enablers of self-initiated skill building programs, home based family member care giver, mentoring, flexible working arrangements, inspiring peer group and organisation led skill building programs should be given more importance and these enablers should be strengthened further in order to improve the flexible working arrangements of the women professionals.

- In order to increase the rate of work force participation of the women professionals, the organisations

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

and policy measures should ensure the career growth and longevity of the women professionals in the organisations.

What the Ph.D. journey taught me

It was, admittedly, on a mid-life whim, that I decided to pursue my Ph.D. When I began the process, I had this magnificent vision of me at the dais, clad in scholar's robes, humbly bowing and accepting encomiums on finishing my doctorate in the shortest possible blitzkrieg. But, it wasn't until 2011 that I realised this was a case of catching the tiger's tail (as my father would call it in homely Tamil). The fact that my thesis was on Women's Workforce Participation in India – a virgin topic that was completely unexplored territory made it even more difficult. I successfully finished the defence of my thesis last year, beating several of my more accomplished Ph.D. co-travellers. SRM University decided to reward my persistence by giving me an opportunity to be photographed with the then PM potential Mr. Narendra Modi who was the Chief Guest for the convocation in February 2014.

What the pursuit of research meant to me, as a practising professional, especially one in search of a truth can be summarised in Calvin Coolidge's words: *"Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan "Press On!" has solved and always will solve the problems of the human race."*

This, to me, would have to be the mantra not only for every practising professional who seeks to attempt the doctoral journey, but also for solving the eternal question of how more Indian women can participate fully in the Indian workplace and be made economic multipliers.

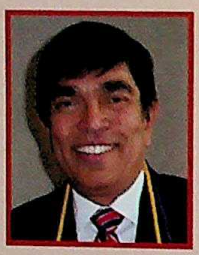
CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

HOST COUNTRY NATIONAL WILLINGNESS TO HELP EXPATRIATES – THE ROLE OF IN-GROUP / OUT-GROUP CATEGORISATION

Prof. ARUP VARMA

About the Author



Prof. Arup Varma, (Ph.D., Rutgers University) is Professor of Human Resource Management at Loyola University Chicago's Quinlan School of Business. From 2002 - 2007, Arup was Director of the Institute, and Chair of the HRM Department at the School of Business Administration. He holds a Post Graduate Diploma in Personnel Management & Industrial Relations (with honours) from XLRI – School of Business & Human Resources, Jamshedpur (India); and a B.S. in Economics (with honours) from St. Xavier's College, Calcutta (India).

He has been a visiting professor and/or scholar at Aston University, Birmingham (U.K.), Beijing International MBA (Peking University, China), Great Lakes Institute of Management (India), and XLRI – School of Business and Human Resources (India), and has presented research seminars and lectured in Cuba, Colombia, China, Guatemala, Mexico, India, Panama, Singapore, U.K., U.S.A., and Vietnam.

Arup's research interests include performance appraisal, and expatriate issues. His research has been published in several leading journals including Academy of Management Journal, Personnel Psychology, Journal of Applied Psychology, and the Human Resource Management Journal, among others. He is the co-editor of three books, and has authored or co-authored twenty-six book chapters.

Prior to returning to graduate school for his doctorate, he worked for over six years with two of India's leading corporations in the HR / ER area.

Introduction

Over the last three decades or so, the literature on expatriate assignments has concentrated primarily on studying the impact that organisational factors such as cross-cultural training play in expatriate adjustment and performance. In recent years, however, several scholars have called for a closer examination of the factors that impact expatriate adjustment at the new location. Among the key factors proposed to impact expatriate adjustment and success is the role that Host Country Nationals (HCNs) can play in helping expatriates adjust to their new location.

As numerous authors have argued, HCNs can help expatriates adjust to life inside and outside of the workplace by providing two categories of critical information – (i) what is expected from the expatriate in the organisation (i.e., role information), and (ii) information about living in the new city/country (i.e., social support). Indeed, it has been argued that even one

CC-0.Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

HCN's willingness to guide and support an expatriate can go a long way in helping the expatriate adjust to his/her new environment, since s/he may not have an established social support network in the host country. Perhaps more importantly, such support has been shown to go a long way in helping expatriates perform their jobs more effectively. Given that HCNs are likely to have a deep understanding of the culture and nuances of the new location where the expatriate has been sent, it is critical that expatriates attempt to learn as much as they can from the HCNs.

However, while gaining access to role information and obtaining social support may sound like an easy feat, expatriates can't underestimate the importance of building relationships prior to receiving assistance from HCNs, nor should they assume that HCNs would be automatically motivated to provide them the information or support they might need. Further, HCNs would share information with expatriates only when they are motivated to do so.

In this connection, it has been argued that HCNs categorise expatriates into in-group or out-group members and that this categorisation determines whether or not they offer assistance to expatriates. Not surprisingly, numerous authors have noted that HCNs typically divulge role information and provide social support only to expatriates they perceive as having similar sets of values and those whom they might invite into their social group or inner-circle. This makes it critical that we examine the factors that influence HCNs' categorisation of expatriates as in-group or out-group members, as this would help us train expatriates appropriately, prior to their departure, as well as guide them in terms of appropriate behaviours on location.

A review of the relevant literature revealed that while several authors had called for empirical studies examining HCN support to expatriates, there were very few published empirical studies. Accordingly, my co-authors and I have designed and conducted several empirical studies over the last decade, in order to better understand the role that HCNs can play in expatriate adjustment and performance success. Drawing upon relevant theories, we developed a theoretical model (see Figure 1) and tested several hypotheses – the key hypotheses are listed below.

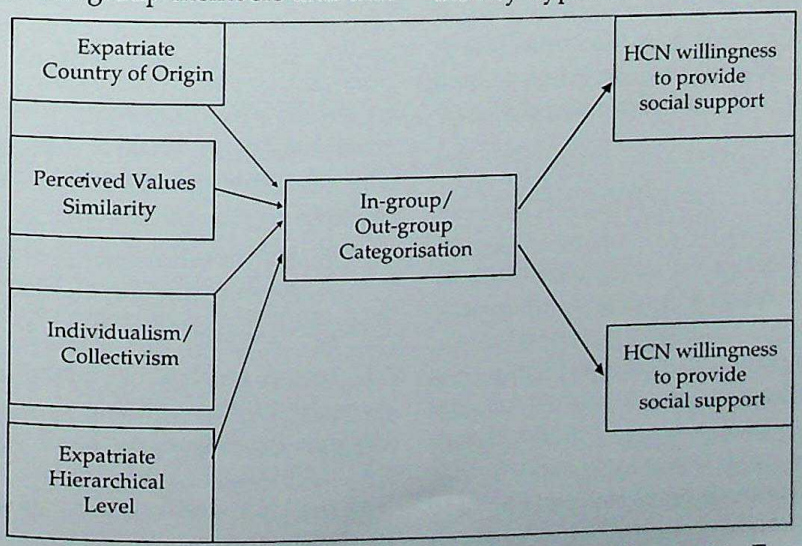


Figure 1. The Conceptual Model of Host Country National Support to Expatriates

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Hypotheses

First, it seems that individuals in any country react to 'outsiders' by categorising them as in-group or out-group. In other words, human beings have a tendency to classify others into one of two categories – like me, or unlike me. Such classification can be based on external factors that are salient, such as the expatriate's race, country of origin, gender, etc. However, beyond the surface differences, one's perceived values can also have a significant impact on the in-group and out-group categorisation. As such, we predicted:

- H1: HCNs are likely to categorise expatriates from culturally similar countries as in-group and those from culturally dissimilar countries, as "out-group."
- H2: When HCNs perceive expatriates as having similar values, they are less likely to categorise them as "out-group."

Next, in cultures that are collectivistic, it will be more difficult for expatriates to break into the HCNs' inner circle, as they are likely to be categorised as out-group by virtue of being different. On the other hand, in individualistic societies, most people make their own decisions about whom to befriend, and are not restricted by group norms. As such, we predicted:

- H3: HCNs who are collectivistic are more likely to categorise expatriates as out-group members.

Traditionally, expatriates were sent by North American companies to other parts of the world to establish their operations in the new location, and were typically seen as the outsider and the 'boss'. This model has evolved tremendously with the advent of air travel and technology, whereby we now have multinationals emerging from all parts of the world, as well as individuals initiating the expatriation process, and moving to other countries for jobs. This has led to the situation whereby HCNs may have expatriate supervisors, peers, or even subordinates. It seems obvious that HCNs would feel most comfortable with expatriate peers, categorising them as 'in-group', and less so with expatriate supervisors and subordinates, who might be categorised as 'out-group.' Accordingly, we predicted that:

- H4: HCNs are most likely to categorise expatriate peers as in-group, and expatriate supervisors and/or subordinates as 'out-group'.

However, HCNs may sometimes be asked by the organisation to help guide the expatriate subordinate – leading to the HCN getting to know the expatriate better, and this might result in his/her potential inclusion in the HCN's in-group. Similarly, some HCNs might look to the expatriate supervisor as their potential ticket out of the country, and may thus attempt to get into the supervisor's in-group by ingratiating themselves. Clearly, this is a very complex issue, and must be examined with reference to the relevant contextual variables. What is clear however, is that HCNs are only likely to help those expatriates whom they categorise as in-group. Accordingly, we predicted:

- H5: HCNs who categorise expatriates as out-group members will be less likely to provide role information to them, and
- H6: HCNs who categorise expatriates as out-group members will be less likely to provide social support to them.

We tested various combinations of our hypotheses through quasi-experimental designs in several different countries – China, India, Poland, Turkey, the U.K., and the USA, and a number of studies are currently underway in different countries. The key findings are reported below

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

(a partial list of publications is included in the bibliography).

Key Findings

First, we found that HCNs do categorise expatriates into in-groups and out-groups, sometimes based on salient features, such as gender, but almost always based on perceived values similarity (or, dissimilarity).

Next, we found that collectivistic tendencies (as well as other factors not listed above, such as ethnocentrism) have an impact on such categorisation.

Most importantly, we found, across all our studies, that only those expatriates who are considered similar by HCNs are likely to be offered role information and social support.

Finally, in one recent study, where we tested our hypotheses from the expatriate's perspective, the same pattern of results was confirmed. Those who received the support from HCNs felt much better adjusted, and believed they had been able to perform much better at their jobs.

Discussion & Implications

Since times immemorial, human beings have had the desire to explore new worlds, and expatriation is by no means a new concept. However, the evolution of the multinational corporation and the invention of the airplane have changed the speed at which we are now able to travel around the world and try to sell our goods and services. A logical outcome of this has been the need for a new type of employee – the expatriate – one who is willing to go live in a faraway land and work on behalf of the home country. While factors like cross-cultural and language training have been shown to help expatriate adjust and succeed in the new location, one key factor has been ignored for too long – the HCN, or local citizen, whose help is critical to the success of the expatriates. Our findings confirm the need for organisations to pay attention to the role that HCNs can play in expatriate success. Given how expensive expatriate assignments can be for organisations, it is critical that HCNs are brought into the expatriate equation. In addition to training expatriates so that they may learn how to get HCNs to include them in their in-groups, organisations should also identify mechanisms to promote HCN involvement in expatriate adjustment – through formal and informal mechanisms.

My Experiences

When Prabhakar approached me to do this piece on research for the NHRDN Journal, it got me thinking – what was it that prompted me to give up a fun corporate career to come back and sit in a classroom, take notes, and be a student all over again. As I replayed key moments from the last 31 years since I graduated from XLRI, I realised that it would be too easy to convince myself that I always knew that I wanted to do this, or that somehow this just fell into my lap. The truth is I really enjoyed my 6 year stint in the corporate world, and was never really enamoured with the academic world – though, having spent a quarter of a century in this business, I wouldn't give it up for anything. So, what made me do this? The credit goes to several mentors, who encouraged me to ask questions, to challenge established ways of doing things, and to take risks, and to never stop learning, something I saw (and see) all too often in the corporate world. So, who are these four individuals, and what did they teach me? First, Prof. Suman Kumar Mukerjee, who lectured me in Economics at St. Xavier's College, Calcutta, and at XLRI. He showed me that you could be a friend to your students and still command respect. Next,

CC-0. Agamnigam Digital Preservation Foundation, Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Fr. Edward McGrath, ex-Director of XLRI, who taught me that to be respected and taken seriously, one must be reliable and a man (or woman) of one's words. Third, Mr. Bikram Dasgupta of Globsyn Enterprises, who was my boss at Pertech Computers Limited – from whom I learnt the essence of leadership and HR. Finally, the late Mr. Dadan Bhai Prasad, founder and CEO of Pertech Computers Limited, who truly practiced the open-door policy, and was not trapped by the false sense of ego that many, if not most, corporate leaders fall victim to. To each of these gurus – thank you from the bottom of my heart!

References

Matthew, J., Budhwar, P., Varma, A. and Pichler, S. (2012). Host country national support to expatriates and the mediating role of categorisation: The case of Indian nurses and software professionals in the UK. Paper presented at the Eurasia Business Economic Society Conference, Warsaw, Poland.

Varma, A., Aycan, Z., Budhwar, P., Pichler, S., Uygur, U., & Paluch, R. (in press). Host country national willingness to support expatriates: An investigation in Turkey. European Journal of International Management.

Varma, A., Budhwar, P., & Pichler, S. (2011). Chinese host country nationals' willingness to help expatriates: The role of social categorisation. Thunderbird International Business Review, 53 (3), pp. 353 - 364.

Varma, A., Pichler, S., & Budhwar, P. (2011). The relationship between expatriate job level and host country national categorisation: An investigation in the United Kingdom. International Journal of Human Resource Management, 22 (1), pp. 103 - 120.

Varma, A., Pichler, S., & Budhwar, P.S., & Kupferer, S. (2012). Expatriate – local interactions: An investigation in China. Journal of Managerial Psychology, 27 (7), pp. 753 - 768.

Varma, A., Pichler, S., Budhwar, P., Michel, J., & Sharma, A (2014). Host country national supervisor's relationships with subordinates of different backgrounds: A tale of two studies. Paper presented at the European Academy of Management Conference, Valencia, Spain.

Varma, A., Toh, S.M., & Budhwar, P. (2006). A new perspective on the female expatriate experience: The role of host country national categorisation. Journal of World Business, 41, pp. 112 - 120.

Research is formalised curiosity. It is poking and prying with a purpose.

— Zora Neale Hurston

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

HR SYSTEMS FOR SCALING UP OF SOCIAL ENTERPRISES: CASE STUDIES OF AFFORDABLE HEALTHCARE ORGANISATIONS

Prof. RAJESH CHANDWANI

About the Author

Prof. Rajesh Chandwani is a faculty in the Personnel and Industrial Relations area at the Indian Institute of Management, Ahmedabad. He is a Fellow of Indian Institute of Management, Bangalore. Previously, after completing his M.D. (Paediatrics) from Baroda Medical College, he has served as a Paediatrician in public health institutions in remote rural and urban areas. Apart from clinical work, he was responsible for implementation of health programs and integrated management systems in the hospitals. He has published papers in national and international journals like IJHRM and IJTD. He has presented papers in various national and international conferences such as Academy of Management, European group on Organisational Studies, Indian Academy of Management, etc. His research interests include HRM issues and challenges in India and HRM in healthcare sector, specifically, scaling up of affordable and quality healthcare services for the underprivileged and the role of IT in enhancing healthcare delivery.

Introduction

In the developing countries like India, where more than sixty percent of population falls below poverty line, the extent of social problems like unavailability of affordable health care, quality education, access to information and open markets are humungous. Given the poor state of public health facilities in India, the policy makers can look at alternate models of health care delivery such as private organisations or public private partnerships for provision of health care facilities. Academicians have emphasised the role of private organisations in creating social value by designing effective and efficient solutions for the existing social issues (Mintzberg, Simons and Basu, 2002). To significantly contribute to the development objective, indeed, social enterprises addressing these issues need to scale up their services substantially. However, very few of the social enterprises actually scale up their services and most of them remain confined to a small level (Anderson, Dees, & Wei-Skillern, 2004). Health care context poses a unique challenge for scaling up, because of multiple constraints at various levels, such as organisational, community, health care service delivery, governance, and policy levels. In spite of these constraints, some health care organisations are able to scale up their services and sustain the pace of growth over long-term, while balancing the trade off between affordability and quality.

Our research is an attempt to understand the factors in the process of scaling up of social enterprises, specifically those

CC-0. Agamnigam Digital Preservation Foundation, Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

providing affordable health care services to the underprivileged. Scaling up of such organisations can strengthen the provision of health care services in the developing world. While the dissertation looks at various factors for scaling up at the organisational and environmental levels, we identified that one of the most important reasons for inability to rapidly scale up social enterprises are the HR challenges in scaling up, specifically, the lack of availability of skilled human resource, which will be committed to the social mission of the organisation. Thus, key research questions that the study seeks to answer are:

- How do the social enterprises design and implement HR systems to meet the human resource requirement for scaling up?
- How does the HR system implementation lead to scaling up of the social enterprises?

Research Method

The choice of methodology is guided by the type of the research question, the phenomenon under study, and the ontological and epistemological assumptions made by the researchers (Eisenhardt, 1989). According to (Yin, 2003), case study method is appropriate when the researcher is exploring 'how' or 'why' type of research questions; is examining processual aspects of a phenomenon; is studying a real-life phenomenon embedded in the context, and has little control over the phenomenon. Case studies involve rich, thick and detailed descriptions of a particular phenomenon, and may involve variety of data sources including primary data collection methods like in-depth interviews, observations, and so on, as well as secondary data sources such as articles, reports and other printed or electronic sources (Yin, 2003). Case studies enable the researchers to tease out abstract theoretical constructs from the data, find relationships, detect patterns, and create propositions (Eisenhardt & Graebner, 2007).

The objective of this research was to advance theory in the field of strategic HRM, particularly by examining the process of design and implementation of HR system for scaling up of a social enterprise and explicating how the HR system led to scaling up. Qualitative methods are opportune in enhancing the understanding of processual aspects of SHRM such as implementation of HR systems in the organisations and to explore linkages between HR systems and performance, especially in the relatively unexplored and emerging contexts (Huselid and Becker, 2011) such as social enterprises in developing countries. Accordingly, we adopt a qualitative approach to investigate the research question and choose a multiple case study method. An important dimension of a multiple case study design is selection of appropriate cases for the research.

In a multiple case study design, the cases are selected so that the cases are similar and different along several dimensions. The cases considered for this study were selected on the basis of 'theoretical sampling' (Glaser and Strauss, 1967), for their similarities as well as their differences. Theoretical sampling entails that the cases are selected based on the purpose of the study and their relevance for theory building (Siggelkow, 2007).

The four organisations selected for the study ensured diversity across multiple dimensions such as the level of health care (primary health; secondary and tertiary health; comprehensive specialised care; and pre-hospital emergency care); the context (urban, semi-urban, rural and tribal contexts), and organisational forms (charitable trust, public private partnership and private limited company).

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

The diversity across the cases enabled enhancing the generalisability of the theoretical insights drawn from the research. The data was collected using variety of methods. Primary data was collected by semi-structured interviews with the top management as the policies and practices for scaling up are defined by the top management, document reviews and observations. The secondary data sources in the form of cases, reports and documents in the print and the electronic media were also incorporated to enrich the primary data. The triangulation of data through various sources not only enhanced the validity of the data, but also enriched the theory development by providing multiple perspectives on the issue.

Interviews were conducted with 41 respondents from amongst the top management of the four organisations. In some cases, the respondents were interviewed multiple times to gain additional nuanced information, in particular, around aspects pertaining to implementation of a system or a change management that was embarked upon. Thus, the total number of interviews conducted was 53 across the four organisations.

On the basis of case analysis of the four organisations which were able to scale up health care services for the underprivileged, we identified several different factors at the environmental, organisational and individual levels that were crucial for successful scaling up. In this article, we focus on the aspects related to the distinct HR system design and implementation that enabled the organisations to rapidly scale up, both efficiently and effectively.

Findings

All the organisations in the study pursued a strategy of high-volume, low-cost and high-quality compassionate health care delivery to the underprivileged. The two private sector organisations depended upon cross subsidisation for financial sustainability, while the other two were incorporated in the form of Public Private Partnerships (PPP), funded by the respective governments. Hence, keeping the cost low was an important priority. At the same time, as the organisations were involved in health care delivery at various levels, including complicated critical care, maintaining high quality of service delivery was also important.

Specific aspects of HR system design which enabled the organisations to achieve the objectives are discussed below.

Differentiation between 'care' and 'cure' resources

The staff was classified broadly into two categories: The nurses / technicians form the most important resource for the 'care' part of the service, while the doctors were required for the 'cure' part. On an average, around eight to ten 'care' employees are required for one 'cure' employee in a hospital. The 'care' and 'cure' employees account for about 85 - 90 % of the total employees. The HR policies and practices in the organisations were distinctively designed for the 'care' and 'cure' categories of employees in order to meet the HR challenges in scaling up of the social enterprise.

HR practices for 'cure' employees – Brand enabled self-selection

The positive brand image, values, culture and the social orientation of the organisations helped to attract employees who shared similar values, thus enabling the prospective employees to 'self-select' into the organisation. The process of self-selection, in turn, ensures the person-organisation fit and was responsible for negligible attrition in these organisations.

CC-0. Mumukshu Bhawan Varanasi Collection. Digitized by eGangotri

CC-0. Mumukshu Bhawan Digital Preservation Foundation, Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Non-financial rewards

The high volume-low cost-high quality model was one of the most important factors that enabled them to meet the HR requirements. The model enabled the organisations to focus on non-financial rewards associated with working in these organisations, such as 'skill development', 'research and academics', 'compassionate work culture' and 'participation in social good'. The doctors tended to learn more and sharpen their knowledge as the volume and variety of patients is high and further, as most of the patients are from underprivileged section of the society, the feeling of contributing to the social cause is high.

Investment in training and teaching facilities

On the basis of scale and high volume of patients, wherever possible, the organisations invested in achieving formal recognition for post-graduation (specialisation) and / or fellowships in different medical streams. This ensures a continuous infusion of talent in the organisation.

Compensation

Unlike the other private sector healthcare organisations, the compensation for doctors is at par with the prevalent market conditions or may be higher. However, the emphasis is on fixed remuneration, rather than variable (per patient or per procedure based), as it provides flexibility to doctors and encourages team work and coordination.

The HR practices specific for the nurses

To cater to the challenges faced by the 'care' staff, the HR system design was distinct from that of 'cure' employees.

Investment in teaching facilities

To manage the high attrition in the 'care' side, the organisations had invested heavily in the training and development program for the 'care' staff. The high volume enabled the staff to gain good experience, and the brand facilitated their job prospects in the market, but in turn also resulted in a continuous inflow of talent.

Recruitment of fresh graduates from nursing colleges

The organisations recruited fresh graduates from colleges for their 'care' staff rather than taking experienced personnel, as according to the top management, it is difficult to mould experienced staff in provision of 'compassionate' care commensurate with the social orientation of the organisation. The HR department of the respective organisations had maintained close association with the prominent relevant colleges in the region, which enabled them to tap into the pool of fresh talent.

Socialisation process

The socialisation of a new recruit is a process that is given considerable importance in the organisations. Senior employees from different departments take part and the new employee is made aware of the history of the organisation, the stories about the founders, the organisational values and culture.

The HR practices for both 'care' and 'cure' employees

Some aspects of HR practices were common across the categories. These mainly included the focus of the organisation on achieving higher volumes and expanding their services rapidly.

Reward and punishment

The rewards and punishments were designed to reinforce the strategic orientation and the organisational values and cultures. For example in all

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

the organisations, the most important parameter that was monitored regularly was the volume. On the punishment aspect, attitudinal problems and behavioural issues like misbehaving with the patients or with colleagues, corruption, mishandling in financial matters, and other such deeds reflecting on the value systems were taken much more seriously.

Career advancement opportunities

The scaling up process enabled the organisations to provide adequate opportunities to retain selected staff for longer time by providing them career growth opportunities that were getting created continuously.

Leadership positions

As and when the organisations expanded, the leadership for new initiatives was offered to a senior employee from an existing unit. The leader was not only required to have appropriate skills such as project management and leadership skills, but also was considered as the most appropriate to en-live the values and culture of the organisation.

Discussion

One of the major challenges of HR systems in social enterprises is the attainment of balance between cost and quality. The organisations' HR systems were designed on the basis of work force differentiation (Huselid and Becker, 2011). How to implement a work force differentiation strategy is a question that intrigues both academicians (Huselid and Becker, 2011) and practitioners. The above analysis reveals how the organisation designed differential HR practices and policies for overcoming specific HR issues for different levels of employees. The work force differentiation, between the 'care' and 'cure' employees, enabled the organisation to adopt different HR practices for the two sets of employees. However, to balance both efficiency and effectiveness, the work force differentiation was coupled with the internal fit (alignment between the HR management practices) and external fit (alignment between the HR system and the organisational strategy). The alignment between the HR practices with each other and with the organisational strategy ensured the synergy between various HR practices at different levels and also enabled the organisation to implement its strategy of providing high volume-high quality and low-cost medical services. Thus, the HR system design had balanced the aspects of differentiation as well as integration. By integration, we mean the alignment between the HRM practices and between the HR system and the organisational strategy. We refrain ourselves from naming the HR system as HPWS or high commitment work systems or high involvement work systems, because we found that the HR system design included selective aspects from all the above types of work systems (Lepak, et al., 2006). Not to mention, that there is an inherent overlap between the components of the above mentioned systems.

Motivation for Research and Learning

My long standing interest in the issue of inequality in distribution of healthcare facilities across urban and rural areas has its roots in my experience as a paediatrician. Having served in public health institutions in rural and urban areas, I was intrigued by, and became interested in research on gap between 'haves' and 'have-nots' in healthcare. My thesis focuses on scaling-up of socially oriented healthcare organisations that offer affordable healthcare services to the underprivileged sections. Such social enterprises can indeed strengthen the provision of healthcare services in the developing world.

CC-0. Jammu Tawi. Digital Preservation Foundation, Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

While researchers are usually urged to focus on rigour of the research, I think the relevance of the topic, for both, researcher and context in which the research is carried out, are equally, if not more important. It indeed helps in sustaining the efforts in the long journey of research process, which in turn is essential for the rigour.

References

Anderson, B.B., Dees, J.G., & Wei-Skillern, J., (2004). Scaling for social impact: Exploring strategies for spreading social innovations. Innovation Review, 1(4).

Eisenhardt, K.M., (1989). Building theories from case study research. The Academy of Management Review, 14(4): pp. 532 - 550.

Eisenhardt, K.M., & Graebner, M.E., (2007). Theory building from cases: Opportunities and challenges. The Academy of Management Journal Archive, 50 (1): pp. 25 - 32.

Glaser, B.G., & Strauss, A.L., (1967). The discovery of grounded theory: Strategies for qualitative research: Aldine.

Huselid, M.A., & Becker, B.E., (2011). Bridging micro and macro domains: Workforce differentiation and strategic human resource management, Journal of Management, 37 (2), pp. 421 - 428.

Lepak, D.P., Liao, H., Chung, Y., & Harden, E. E., (2006). A conceptual review of human resource management systems in strategic human resource management research. Research in personnel and human resources management, 25, pp. 217 - 271.

Mintzberg, H., Simons, R., Basu, K., 2002. Beyond selfishness. Sloan Management Review 44 (1), pp. 67 - 74.

Siggelkow, N. (2007). Persuasion with case studies. The Academy of Management Journal Archive, 50 (1), pp. 20 - 24.

Yin, R.K., (2003). Case Study Research Design and Methods. Third Edition. Applied Social Research Methods Series, 5.

Kurt Lewin's dictum (1946) "No action without research and no research without action" laid the foundation for the field of OD.

— **S. Ramnarayan and Neha Gupta**
in the book *'Organisation Development – Accelerating learning and transformation'* authored by S. Ramnarayan and T.V.Rao

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

WILL THE TWAIN EVER MEET : DILEMMA OF INDUSTRY ACADEMIA INTERFACE

Dr. AQUIL BUSRAI

About the Author

Dr.Aquil Busrai graduated in Commerce with Distinction and is a Gold Medalist from Xavier Labour Relations Institute from where he obtained his MBA. He holds a Post Graduate Degree in Law and an Advanced Diploma in Training and Development. He was awarded Ph.D. in April 2012. He has 42 years of HR experience with blue chip organisations like Unilever in Kenya and India, Motorola in Asia Pacific, Shell in Malaysia, and IBM in India. Aquil is the past National President of National HRD Network and a Fellow of All India Management Association.

Indian economy is facing a paradox. On the one hand there is a rapid industrial growth that calls for skilled and experienced workforce. On the other hand, there is a challenge in quality of talent that is entering the talent pool. The momentum that the economy has gathered will keep it moving for few years, but in the long term, there is a danger of talent mismatch to fuel further growth or even maintain the current growth pattern.

The root cause of this dilemma lies in a lack of interface between industry and academia. Neither of them have fully understood and addressed the issues and challenges facing the other stakeholder. Consequently, sizeable number of so-called 'qualified' engineers or business managers are entering the employment market each year, but in reality a large percentage of this talent pool is not ready for immediate deployment by industry. This leads to an additional cost in re-training the talent, hired presumably with the requisite knowledge. Besides financial costs, it also questions the credibility of the academic institutions from where these talent are hired. This dichotomy affects the very growth pattern and confidence of investors, and also creates a misconception that the academia world is isolated from realities of business.

In my four decades of experience in Human Resources, I have had the privilege of having a ringside view of the talent market. The story of gap between what is 'produced' by academic institutions and what is 'needed' by the industry rings a similar bell in many Asian and African countries. Though in Europe and Northern Americas there is some evidence of connectivity and relevance between curricular designed by academia and its application to industry requirement.

Having had personal experience of hiring significant number of fresh talent from various institutions in India as well as academic institutions in Asia Pacific countries and also UK and USA, I have been fascinated by the positive impact a well-crafted curriculum has on the talent that is produced by the academic institutions. At the same time, I have been

CC-0 Agamsigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

perplexed by the detrimental impact and the lost opportunity that a poorly-designed or irrelevant curricular has on the quality of the talent that enters the employment market.

It serves no purpose to blame any of the two stakeholders — academia or the industry — for the above dilemma.

In order to delve deeply into this fascinating world of contradiction, I undertook to do serious research – first of its kind to examine Industry Academia interface – for my Doctoral Thesis. Four plus years of studying the dilemma from inside the system provided valuable insight and helped me understand the reality with empirical evidence and data. This research study was an interesting journey, especially for a practicing professional manager like me who had secretly wished in younger days to join the ecstatic world of academia. The genesis of the research was to determine whether there exists sufficient and genuine collaboration between industry and academia. And whether such collaborative exercise impacts the quality of the end product – the talent pool.

The framework of this research was to study industry of different sizes and varied product ranges across geographical locations. The academic institutions studied included management and technical streams, and covered premier as well as smaller and upcoming institutions. The aim was to clearly determine the current status and gaps, if any, in the collaborative efforts.

Many organisations have claimed participation and involvement with academia. Similarly, many academic institutions have also claimed close working relationship with industry. Care was taken to ensure that the stated intent and practice was verified with empirical data and evidence of such collaboration. Special emphasis was laid on determining whether such collaborative efforts were at all relevant and whether it impacted the output.

Meeting various stakeholders face to face to get the right perspective was important part of the process. So was to accumulate live examples and demonstration of collaboration in practice. Meeting student community and recruiters in large numbers, provided that most essential litmus test whether what was claimed as collaborative efforts was in fact producing the right and desired results. And whether the fit between skill and knowledge required by industry was actually being provided by the academia.

Studying best-in-class practices of academia involvement in many organisations was a refreshing reassurance that the partnership has potential to be further strengthened. High level of awareness of what the industry needs, in minds of many academicians was also indicative of the sustainability of this partnership.

The entire exercise of systematically collecting information, data, interviews with various levels of practitioners and thinkers, and critical analysis of various initiatives has provided deep and real knowledge. This was further strengthened by a verification process. Researching in best practices and understanding practical issues in executing desired initiatives was a rich learning experience and provided that much needed grounding to make this research study both intellectual as well as practical.

Our research study confirmed that over 38% of respondents from academia felt that the sole purpose of industry academia interface was to procure better placement for students. Nearly 31% felt that industry academia collaboration was sufficiently demonstrated with executives visiting campuses and addressing students. 28% of

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

academicians felt that summer internship was sufficient to get insights into industry practices. Less than 6% were excited about the prospect of taking sabbatical and working on the shop floor in industry.

Even on the question of relevance of curriculum to the current requirement in industry, we observed some serious disconnect. Two of the ten IT related engineering schools that we studied was still teaching Cobol and Fortran. When questioned about the relevance of these subject matter in today's times, we were proffered an explanation that 'strong foundation' was a must for students. Those shaping the curriculum had missed a whole generation of IT evolution and thereby rendered their programme defunct.

Reaction from industry woefully, was no different. 39% of industry respondents felt that visiting campus and meeting students and faculty for an evening of interaction was adequate contribution to industry academia interface. While 26% felt that agreeing to take summer interns was adequate contribution to build that collaboration. Less than 2% acknowledged that they had either skill or inclination to sit with academic experts and help redesign the curriculum framework. Just about 1% of industry respondents felt it would serve any useful purpose to take sabbatical and spend 3-4 months in an academic institution helping them with curriculum co ntent and also delivery.

It was therefore not a big surprise to note that 41% of students interviewed felt that visit by industry executives to address student community or take sporadic classes was sufficient evidence of interface. Over 47% students in first year MBA schools, felt that industry sponsorship of events like Marketing Fair or an HR Conference was sufficient to conclude that collaboration was high between industry and academia.

Industry and academia need to realise the importance of mutual interdependence and create platforms where both get an opportunity to interact and appreciate each other's potential to contribute.

Many organisations have committed themselves to participate in the process of actively engaging with the academia world as part of its corporate responsibility. They have set aside resources to facilitate growth and improvement of academic institutions. These resources extend beyond financial assistance, and include providing research facility, access to corporate data and opportunity for project work that provides real-time knowledge of the industry. Several organisations in the technical domain have shared technical breakthrough with academicians and have also invited them to join in co-creating future course of action. Others have provided valuable access to practices and processes, which in turn has given insight to academicians on the efficacy of conceptual work they have researched. Providing assignments to students has been a single most significant contribution to create that essential connect with real-life world of the industry. Such assignments, be it of few months or even longer, has shaped the minds of students in realising the gap between what is acquired from the academic domain and what is applicable in the industry space. Many academicians have done an outstanding job of guiding the students during this industry exposure phase to examine industry issues and correlate them with theory or concepts. In return, they have also increased their own knowledge of current industry practices and have embedded the same in their repertoire.

Notable academicians have redefined existing practices and accepted wisdom by challenging its validity and relevance. This has resulted in path breaking change of direction in the way we work. Such

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

seminal work has impacted the industry in very significant manner and has changed the course of action for future. Industry has applauded and embraced such contributions, fully aware, that practical experience is no substitute for strong conceptual framework. Both must co-exist if that magical breakthrough is desired.

World of academia has rich knowledge and abounds in high-value concepts. Most of them are strongly committed to share this very strength with the student community they interact with. Industry needs basic talent with high quality knowledge and is thirsty for conceptual perspective to many business issues. Yet, both are at seemingly cross-purpose.

The predominant reasons for disconnect lies in the fact that there is lack of interface between the industry and academia. Most industry practitioners visit the academic campuses at what I call the 'harvest time' – time to recruit. For many, it is the only time they have had any dealings with that academic body. After going through the recruitment process, many are highly critical of the quality of the students they have interviewed and even the subject matters they are taught. Most of these executives who express these views have never thought of offering their opinions and expertise to the academia during the year, which would help in reshaping the curriculum. Nor have they offered to work with academicians to discuss the change the industry desires and how they will participate to facilitate in that change process. Pontification by these executives has further alienated the academia from industry.

Many in academia, in their own wisdom, have chosen to cloister themselves with the set idea of teaching what is predetermined in the curriculum, irrespective of its relevance to the needs of the industry. Many have very limited exposure to real-life business scenario. Even those who have had industry exposure have not made efforts at self-renewal and kept abreast with the dynamics of change that is occurring at such a rapid pace in the industry, marketplace, government policy and global economic balance.

In order to recapitulate, with ease, I have a simple acronym to offer – C A R E. Where, 'C' stands for Conceptual and theoretical knowledge, 'A' for Application of that conceptual framework,'R' for Relationship of mutual respect and dependency that must be cultivated between industry and academia, and 'E' for Enduring or long-term collaboration between the academia and industry.

Academicians are strong in Concept, and they should then partner with industry leaders to examine Application angle of that conceptual knowledge. Industry leaders are naturally inclined more towards Application, but they need to open their mind to Conceptual input that they can obtain from their academic partners. Relationship can be built and strengthened by industry leaders taking time off from daily humdrum of shop floor and office and imbibing the atmosphere of campus. Whilst in campus, they should seek to acquire fresh and state-of-art knowledge and concept on issues they are facing or likely to face in industry. Duration of such arrangement will be circumstances specific. Similarly, academicians should opt for sabbatical and spend quality time at industry shop floor and the market place. This will give them valuable insight into realities of business and fluctuating business life cycle. True relationship can be built through a process of a Task Force consisting of both academicians and industry practitioners working together on a common issue and finding a solution that is both conceptually strong and practical to implement. Power of such partnership is obvious.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

All that has been described about the partnership and collaboration between academia and industry practitioners must have one incontrovertible objective – that of producing high quality talent that will add value to industry. This will be achieved only when quality and relevance of education imparted produces talent that will be germane to the needs of the industry. To facilitate movement to this new orbit – industry will have to abandon its hallowed perch and identify itself with the issues and challenges faced by academia and proffering a platform where industry participation in shaping the curricula and its delivery becomes a shared responsibility between the industry and academia.

Such collaboration has to be consciously sustained over a long-term period failing which it will result in an ad hoc and sporadic activity, which is unlikely to generate any positive impact. Nor is it likely to produce any tangible outcome that will benefit either of the stakeholders. Consequently, such collaborative efforts will degenerate into a public relations type activity where pseudo participation will only result in increasing the chasm between industry and academia.

There is high potential to take this collaboration to the next level that will benefit not only the two sets of stakeholders, but also contribute to nation building in an indirect, subtle manner. It was a humbling experience to note the dedication and passion with which many academicians and industry practitioners are involved in this journey of collaboration and the enormous impact they are creating. But there is more to be done. There is need to spread this collaboration to a deeper and wider echelon. To ensure that such research work is translated into an action plan for enhancing the collaboration between industry and academia in a structured, pragmatic and sustainable manner.

The journey therefore has more begun at this stage rather than ended.

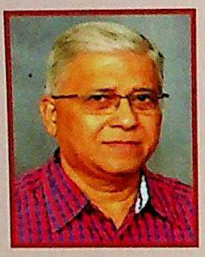
CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

INNOVATIVE PRACTICES IN EMPLOYEE RELATIONS

VIVEK S PATWARDHAN

About the Author



Vivek S. Patwardhan works as an Executive Coach and OD Facilitator ever since he retired as Head, Human Resources of Asian Paints in 2009. He also teaches at Tata institute of Social Sciences, where earlier he was appointed as TISCO Chair Professor of Industrial Relations. He has edited a book on industrial relations for the organisation where he worked. He has published several articles on industrial relations, human resource management, travelogues, and pen-sketches. Some of these are available on his website [www.vivekvsp.com]. He is an avid blogger, and blogs on HR issues [http://hresonance.blogspot.in/]. He also occasionally writes for Marathi magazines and dabbles in photography.

This is a light hearted conversation I overheard in a party between a very senior manager and his junior: "Do you read fairy tales?" the senior asked. And the junior said, "Yes, boss! Very regularly!! They are also called monthly reports!"

Although it was in a lighter vein, it tells the truth; we tend to disregard most of the data and conclusions presented to us. And often decide based on what we believe to be true.

Research has established [reliable research I mean] from time and again that managers act on the basis of their pet theories, they do what they believe 'works', but often it has too little evidence to support. The Management Guru Dr. Jeffrey Pfeffer testified before United States House of Representatives, Committee on Oversight and Government Reform and Subcommittee on Federal Workforce, Postal Service on the Status of Federal Personnel Reform eight years ago.

This is what he said, and I quote "....much of the conventional wisdom about and current practices in managing people are inconsistent with both theory and evidence about how to attain the best from a workforce. In this short statement, I want to make five points as succinctly as possible, providing references for background and documentation for my arguments. First, organisations in both the public and private sector ought to base policies not on casual benchmarking, on ideology or belief, on what they have done in the past or what they are comfortable with doing, but instead should implement evidence-based management. Second, the mere prevalence or persistence of some management practice is not evidence that it works — there are numerous examples of widely diffused and quite persistent management practices, strongly advocated by practicing executives and consultants, where the systematic empirical evidence for their ineffectiveness is just overwhelming."

The long and short of the story is that we must practice 'evidence based management.' Now, evidence based management is not always exclusively based on 'quantitative' dimensions. Increasingly, research is becoming

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

more encompassing, to include several dimensions of qualitative research. Thinking of research, triggered another thought. How often do we hear of 'successes' in industrial relations? What you often hear is cases of 'industrial unrest' or at best success stories through the lens of 'engagement' especially in new-age industries. May be manufacturing sector or good industrial relations do not generate adequate 'professional TRPs'.

Over the years, my endeavour has been to draw lessons, both from positive and negative experiences. Lessons that are not based on any isolated incident, but based on seeing a 'pattern'. Experiences, direct and indirect, but based on credible engagements, conversations with multiple stakeholders, and reaffirmed with secondary evidence. To me, this is also research. An approach that requires listening and observing skills, an ability to understand the 'story behind the story', and an ability to connect with established constructs.

When Prabhakar approached me to write this piece, it got me 'researching', and I was surprised to come across the number of research studies around stories and narrations in the context of qualitative research.

The most apt statement that I came across was a quote by Bochner Arthur P who said "in the gathering and telling of stories, we are gathering 'knowledge from the past', and not necessarily 'knowledge about the past'."

Digging further, this led me to the whole aspect of 'narrative inquiry and narrative analysis'. Clandinin and Connely said " ....Experience happens narratively.... Narrative inquiry is a way of understanding experience. It is a collaboration between the researcher and the participants over time – simply stated... narrative inquiry is stories lived and told." Several researches in the recent past have reinforced the credibility of narrative inquiry as an alternative value adding research approach. Sheila Trahar in her 2009 article quoting other studies says "Narrative inquiry is based firmly on the premise that, as human beings, we come to understand and give meanings to our lives through stories..... It is a form of qualitative research that involves the gathering of narratives — written, oral or visual — focusing on the meanings that people ascribe to their experiences, seeking to provide insights that benefits the complexity of human lives". Incidentally, as mentioned by Catherine Kohler Reismann, trigger for such an approach was absence of adequate studies that served the purpose, something akin to what I mentioned earlier about not enough research on positive industrial relations. To quote her, she says "narrative analysis or narrative methods are a product of what was termed as 'narrative turn' in social science research, which has been described and analysed as a response to the lack of human stories in traditional social sciences in the 1960s".

My own orientation has been to dwell and reflect on experiences and events, and test my hypotheses through insights gathered from careful examination of such 'stories', which run the risk of getting into oblivion, unless captured appropriately for future, when the protagonists of these stories may not be around. Something, that is a food for thought for all organisations, as also the senior HR professionals especially those who been through intense crucibles of experiences in industrial relations, for the sake of future generation of HR professionals and to strengthen the contextual essence of HR in India.

I have attempted to demonstrate the possible contours of such an approach in this article. This article is just a few of the 'stories' that I know of. Many more such stories, I discuss and attempt to

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

trigger a conversation through my blogs on a regular basis, and that is my way of developing myself, as also give back to the profession that has made me what I am today.

So what triggered this 'research'? There are synchronicities! Insights flash when you notice them. I was speaking to a friend. Our discussion veered on some positive developments and experiments organisations had done in employee relations arena. We were discussing innovative practices. We discussed how people bring into play great aspects of their personality when they build relationships. And I noticed this quote of Ralph Waldo Emerson in a newspaper which was lying on my table. Let me quote "A painter told me that nobody could draw a tree without in some sort becoming a tree; or draw a child by studying the outlines of its form merely . . . but by watching for a time his motions and plays, the painter enters into his nature and can then draw him at every attitude." Can you build a relationship without pouring something of yourself?

I have tried to capture the gist of our discussion here.

Part one: Is our idea of relationship moored in avoidance of dispute?

Now let us go back and reflect on our motives. When we discuss Industrial Relations, we hear very often HR Managers say that 'we have a very good relationship with our union – we have not had a strike for last so many years.' Some go further and say 'we solve our issues across the table – we do not have a single case in the labour court.' So our idea of relationship is rooted in avoidance of dispute.

But not exactly. When we get married, we create a relationship. And it is not based on avoidance of disputes. It is based on acceptance of the other party. When we accept friendship, it is not based on avoidance of disputes. It is based on acceptance of the other party.

So my understanding is that we must declare inclusion first, right at the beginning of the relationship. That is the game changer.

Here are two stories.

After we set up a factory near Hyderabad in eighties, sometime passed when we came to know that our employees have met one Mr. Basi Reddy who was considered a naxalite and who was usually underground. But he was leading unions in many companies and was known to be a union leader who did not hesitate to resort to violence. We then took an unusual step. We invited Basi Reddy to our factory. This unusual step actually surprised him. He was expecting resistance from us. We explained our people management policies to him and also told him that we practised productivity bargaining. The result was creation of an atmosphere of trust and confidence.

A workman in our factory remarked that at least two workers lose their jobs when a union is formed in an establishment for the first time. He noted that such was not the case because of the inclusive approach. Now the second story.

At ITC's Ranjangaon factory they started all practices with the intention of keeping a close interaction with employees. But a union was formed. ITC then decided that if a union was formed, they must do everything to foster good relations with the union. So a series of workshops were organised. This approach has resulted in essentially a healthy relationship. If you go to this factory, you will see two boards or standees like you see those at the petrol pumps. One tells you that you are at the gate of ITC Factory. The other was also built by ITC in identical way – it tells you that ITC Kamgar Sanghatana leads employees. The signboard tells you of the inclusive approach of ITC without saying so.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by MG-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

It is not as if in both the cases there are no differences. What distinguishes these situations is that in spite of differences, the trust is not shaken.

The next question which comes to our mind is what happens to the old factories which may not have practised such inclusive approach? Can't they repair the situation?

I would like to tell you the story of Sandvik Asia.

Sandvik Asia was known for very disturbed industrial relations. The situation continued till about 1995 and there was a talk of closing down the factory. This factory was rated among the worst in the Sandvik stable. The new CEO arrived who was a Mexican. He put the consequences on the table and asked the union to list all issues they wished to resolve. The union gave a list of 78 issues! It was later increased to 120 issues. The new CEO cleared all one by one. The issues were recorded and as the CEO cleared one, he struck it off the list in the meeting.

There was initial scepticism, but gradually industrial relations changed for better. The productivity and pay both increased. The Sandvik Pune factory is now rated to be one of the best, and managers from other factories of Sandvik visit to study the operations. You can see a general sense of pride and prosperity — many workers own cars today. The union says without hesitation that after initial skirmishes with the CEO, they developed a strong faith in his way of working and trust. Today, the Sandvik Asia employees talk of that transformation. I have interviewed the President and Gen Sec of the Union.

So we know that 'inclusion' can be practiced anytime, healthy employee relations can be built, although it will be undoubtedly an uphill task.

But I am not talking about inclusion. It is about how inclusion can be practiced spontaneously, properly and innovatively.

Part 2: Why are we comfortable dealing with an individual and uncomfortable with a group?

Another interesting aspect I noticed is that we are comfortable talking to an individual, a single person. But when we are talking to a group of people, we are more restrained, we are on our guard. There is something in groups that ignites fear in our mind. My understanding is that we have low fear of evaluation in a one-on-one meeting; and we have more pronounced fear of evaluation when facing a group.

There is another factor which might be at work – we know and we have experienced that people behave differently as individuals and when they are in a group. Groups seem to wield power and use power often to influence the other side.

Add to that the complexity brought in by people's exit and entry in a group. Each entry and exit changes the character of the group, however small impact it may be. Members of the other group are very alive and sensitive to those changes. So when the CEO changes or a new HR Manager arrives, the union raises its guard. And when the employees choose a new leader, external or internal, the managers do the same.

Let us look at relationship from an employee's angle. They know that they are dealing with a hierarchy. And a hierarchy has a unity of command and certain discipline. In a sense, it is like a military organisation. And an employee's organisation or a union is diametrically opposite. It is a loosely knit organisation which is held together by the sheer strength of emotions.

So what is the problem? The problem is one of continuity of approach. And hidden in it is the issue of accountability for continuing policies of approach towards building

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

relations. Is there a solution? Policies as we know guide managers on acting in various situations.

In my opinion, the solution lies in declaring the IR policy. Before I discuss policies of various organisations, I would like to ask how many Indian companies have a declared policy on Industrial Relations. Very few. Why? Many good Indian organisations have continuity at the top level, so it perhaps ensures continuity of policies. But times have changed and change at the top is becoming the rule.

What issues should an IR Policy cover? In my opinion three aspects are important. Firstly, who is accountable for IR; secondly, what is the organisation's stance on unions; and thirdly, what is sought to be promoted through the policy statement and how.

Apply these criteria and examine ER policies. Some of the best policy statements are made by SKF, Nestle, Volkswagen, Toyota, Southwest Airlines and BP. Does Aditya Birla Group have a declared IR policy? They have declared a global compact which covers most of the issues of policy. What about ITC? Yes, they have a detailed policy. Worth a good look. Take a look at M&M. You do not find an ER policy of Tatas on their website. Marico? Godrej? Asian Paints?

BP in Singapore has travelled the farthest distance. They have signed a joint statement of Industrial Relations vision and policy. This is a very detailed one and could serve as a guideline for many others.

And, I also feel that the time has come for Indian industries to make a statement of policy as many are becoming MNCs. They will have to stand a different test in the international arena. They will be well advised to follow ILO guidance.

Why are they not declaring policies? In my opinion, there are three prime reasons: Firstly the unions are weak in most industries; secondly, the declaration will require organisations to take stance on the very sensitive issue of contract labour the use of whom is indiscriminate; and thirdly, declaration means holding yourself accountable – who wants to do that *suomoto*? The question of managerial competence and confidence comes out here in the open!

The point I wish to make is that if we wish to strike consistently good industrial relations then declaration of IR policy is imperative.

I am not talking about how and why we should make policies. It is all about how we can march towards industrial democracy systematically and innovatively.

Part 3: Retaining influence on employees [in spite of unions]!

I was invited to address a HR Meet of a very reputed company. The audience comprised senior managers. One of them asked me, "How can we not have a union at workplace?" My answer began with a rather rude statement, I am not proud of it, but yet let me state it. "If we ask wrong question, we get wrong answer." I then explained that the real issue was "How to retain influence over our employees in spite of unions."

There are many ways to do it, but every organisation must find its own way. This issue gains more importance because of two developments – firstly, no organisation can afford IR strife in today's world, however small it is; and secondly, the possibility for alignment of minds is higher today than ever before.

How have industries responded to this challenge?

Let us take the latest example first. At an ITC factory in Nepal [Surya Nepal Pvt. Ltd.], all managers and employees assembled in one room after prevaricating for two days. They did a

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by MoE-IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

group exercise – 'WorldCafe.' The preparatory two days were spent with a group of managers and then with other employees preparing for the third day. On the third day, all engaged in developing a common answer to a single question: What kind of work culture should we develop in that factory? And how?

This question became important because the factory was a new factory, machines were still being set up and it was yet to begin production that was scheduled about two months later. The MD also shared his thoughts.

Now look at this effort. They wish to align minds at such an early stage. This is an outstanding case of proactive industrial relations. This is how the relationships must be promoted in this millennium. The effort is to be lauded because it is very democratic effort, and it is a proactive effort.

Another sustained effort was by Asian Paints and I am proud of my association with it. Asian Paints published a magazine at its Bhandup Factory – it was a unique effort. The magazine 'Tutari' *was published exclusively for workers' education. It was not a house magazine.*

Why would a business organisation publish a magazine for workers' education? Because the stated belief was that a well-informed worker will make the right choices. And in order to be well-informed, he must be aware not just of business realities, but also social and political issues that provide the context for various decisions of the management and the union alike. This magazine was published from 1970 till early 2014 when the Bhandup factory was finally closed.

The magazine carried articles on labour law amendments, various contemporary industrial relations issues. It also carried very innovative stories like the NUMMI plant of Toyota, The case of Fawley productivity agreements, even an article on the Supreme Court's judgement on obscenity in the case of a novel called 'Shama' written by Chandrakant Kokodkar. Obscenity in literature was very burning issue which was handled by the Press then. When Hindustan Lever had a strike at their Sewri factory, both management and union published voluminous propaganda material. We compiled it and presented it to the workers as a complete case study which emphasised that such extreme situations arise when both the parties are change averse.

The real issue is "How to retain influence over our employees in spite of unions." There have been some wonderful experiments as I have explained.

While talking about influencing employees I must mention the effort of Larsen and Toubro with great appreciation.

Sometime in seventies [or was it early eighties?] inter-union rivalry shook not just L&T, but the entire city of Mumbai. The inter-union rivalry took a very violent turn one day and it led to death of four employees of L&T while they were about to board the company bus. The editor of L&T's house magazine 'Powai Pageant' *took a very bold step by publishing their photographs on the front page and a headline asking readers 'Should this have happened?' The original question was in Marathi, I have translated it. A bold step considering that fear charged atmosphere prevailed there – in such a case people avoid discussion of such an event or do it in a hush-hush way in very small groups in canteen. Confronting readers with stark and uncomfortable reality was a small but effective step in shaping opinions.*

I am not talking about the skills of influencing. I am talking about how imaginatively we can align minds, and that it can be done with spontaneity and systematic working, both.

Part 4: Building Trust

Books on Organisational Behaviour tell us that when you trust somebody you are making yourself vulnerable. Perhaps this could be one of the reasons why we do not trust people easily.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

It is quite common for people in Mumbai to leave their house keys with neighbours. The maid collects it from them and cleans the house, sometimes makes their dinner ready. The situation is such in which people make themselves very vulnerable to theft, but it rarely happens. This example tells us the vulnerability, but it also tells us that trusting others is inevitable part of working together. In many instances, this is done out of necessity. Building trust proactively shows a very different mindset, and perhaps an evolved philosophy of managing people.

Mr. Rajesh Shah, MD of Arihant Industrial Corporation has taken proactive steps in building trust. One of them is that if an employee is hospitalised, a staff member visits him immediately and hands over Rupees fifty thousand. The staff is instructed not to wait for sanctions and bureaucratic procedures, they are asked to do it without delay. They do not look up the sick person's attendance record, or loan outstanding or any such information.

While many organisations create systems and procedures to provide sickness benefits by providing insurance covers, none matches the trust building potential of Arihant's action. Why? Perhaps, because employees also realise that the action of handing over Rupees fifty thousand without any question or condition makes Arihant vulnerable, unlike coverage by insurance.

There are many instances when employees have trusted organisations. In Arihant itself, employees undertook a pay cut when the going was not good. [When the financial status improved, Arihant paid back all of them]. Arihant Industrial Corporation is a SME that faced big ups and downs in the business in the early part of their journey. What made employees of Arihant whose income was nothing to boast about take this unusual step?

At Pune, another SME called Vanaz Engineers Ltd. has such credentials in building trust that we should write a case study on it. Vanaz was in deep financial crisis and no bank would give it a loan. So a few hundred workers obtained personal loans from co-operative banks and handed over the money to Vanaz to run the company.

At Pune, there is an emerging story of a union taking initiative to restore trust and confidence against all odds. But let us wait and watch the developments.

I am not talking just about building trust. I am talking about unusual decisions made spontaneously, yet thoughtfully on a difficult path, based on cherished values and in spite of personal risks.

Summing Up

Our subject was 'Innovative Practices in Employee Relations.' Let us understand the words first.

Innovative means 'introducing new ideas; original and creative in thinking.' Practice means 'the customary, habitual, or expected procedure or way of doing of something.' So let us understand that the phrase Innovative Practices is an oxymoron!

The verb 'relate' means 'To feel empathy or identify with.' And the word 'relationship' means the mutual feelings that exist between two parties.'

Now try following a practice to foster relationship. Try telling your wife 'I love you' every morning, for instance. It will feel nice initially, then it will not be noticed and if you continue to do it, there will be enough occasions when it will be disbelieved!

I would submit that building relations has much to do with spontaneity and a response tailor made for that occasion, which means the response must be different on every occasion. Yet it must be based on sound values like trust. The prerequisite for this is confidence in one's

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

own abilities, not so much as the character of the other party.

And finally I would present this statement by Milton Mayeroff. It is my favourite one:

"Through caring for certain others, by serving them through caring, a man lives the meaning of his own life. In the sense in which a man can ever be said to be at home in the world, he is at home not through dominating, or explaining, or appreciating, but through caring and being cared for."

True caring comes when you understand feelings, more so when both the parties involved understand feelings. And relationships whether with individuals or groups are all about empathy and feelings.

These are relationships of a different kind. As Osho says

"Relationship may be just out of fear..... Relationship may be just a kind of security – financial or something else. ..... Relationship is a substitute."

And he goes on to say "Relationship is beautiful because it is a mirror. But there are stupid people – they see their face in the mirror and they see it is ugly so they destroy the mirror. The logic is apparent: this mirror is making them ugly, so destroy the mirror and then they are beautiful."

Relationship is a mirror, it mirrors our persona. It tells people what we stand for and what we do not stand for. It tells people whether we are timid or strong. It tells people whether we are men and women of conviction and beliefs. And it tells people whether we are sincere in building relationship – with groups and with individuals.

No one undertakes research in physics with the intention of winning a prize. It is the joy of discovering something no one knew before.

— Stephen Hawking

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

"THERAPEUTIC HR" — IT'S BUSINESS IMPACT

SIDDHARTH S NAGA

About the Author

Siddharth S. Naga is the Chief People Officer and Business Development, New Markets at Cloudnine, one of India's fastest growing Women & Child Hospital. In his career, he has worked in IT products, services and airline sectors. Author of three ebooks, Siddharth is passionate about Strategic HR and designing 'Business through People' practices. He is reachable at naga.siddharth@gmail.com

Introduction

"Action research is either research initiated to solve an immediate problem or a reflective process of progressive problem solving led by individuals working with others in teams or as part of a 'community of practice' to improve the way they address issues and solve problems." – Wikipedia.

Given that the theme for this issue of NHRD Journal is on Research in HR, this article looks at a systematic way of achieving larger outcomes through a methodology of "Therapeutic HR". The term"Therapeutic HR", borrowed from medical practice, is (1) of or relating to the treatment of … (2) serving or performed to maintain …. (meaning of therapeutic from the Collins dictionary). The equation being "People Evidence + HR Design = Therapeutic HR".

Much like a doctor who carries out diagnosis based on patient data presented, then possibly refers to existing research, asks for specific investigations, and then based on an integrated approach, customises the solution; a HR professional too can refer to specific research, gather specific data in the system, design alternatives and continually work on them for business impact. By doing so, not only does the entire practice becomes evidence based, it also becomes highly defendable and measurable.

Since much of the solution is arrived at through measurements, it is important to understand the various metrics that are seen to exist in practice and which of those are relevant to a practitioner of Therapeutic HR.

- Reported metrics: those regularly reported such as headcount
- Effort metrics: Involving the kind of effort expended by the HR and business teams
- Efficiency metrics: How good HR was at improving itself
- Effectiveness metrics: How good were the outcomes of HR processes
- Impact metrics: How was the final customer impacted thanks to HR
- Instrumental metrics: Values measured in a study in order to achieve other outcomes

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

While the first four types of metrics above are fairly tracking intense, the fifth and sixth ones are design intense. Impact metrics look at the impact made to the final customer of the business. A typical impact metric could be Net Promoter Score among customers. While trying to achieve this, if role efficacy scores of employees are being measured and worked upon, those become instrumental metrics. Therapeutic HR is therefore concerned with ensuring better business outcomes and improving on impact metrics through the discipline and practice of working on relevant and aligned instrumental metrics.

As mentioned earlier, the first step to Therapeutic HR is to gather relevant evidence. The second step is to design solutions to achieve outcomes. For both these, the Kolb's learning cycle is a convenient framework.

The first steps begins at the Concrete Experience stage. This would involve behavioural data that is seen/felt and triggers an inquiry in the HR professional. The Reflective Observation stage is about the HR professional possibly processing this data, reflecting on it, making choices over go/no-go and also around the approach (through psychology/sociology/ etc). Keeping oneself updated over the latest publications & advances in the field is thus useful to the professional. This is also the time that business leadership sponsorship through informal meetings and conversations can start.

The Abstract Conceptualisation stage is when relevant constructs are identified for measurement. These constructs would necessarily need to have a direct relation to achieving customer impact, else the entire exercise is likely to be very internal focussed in nature. The Active Experimentation stage would involve running a pilot and possibly ensuring the validity of instruments and methods used. The results of the pilot are available at the Concrete Experience stage. This completes the evidence gathering aspect of Therapeutic HR.

The second step of Therapeutic HR is that of design. Much like a mobile phone that is well-designed (products from Apple, for instance, are known to use principles of design) is well accepted and used, a well-designed HR practice or configuration of practices are more likely to have a positive and sustainable impact.

Design at this stage requires the practitioner to ensure the following principles:

- Do not do it until there is will from the business leadership. Use the evidence gathering stage to build up this will.
- Even after obtaining a clearance from the leadership, spend time clarifying and contracting with the next level of leadership. There is very little genuine change that can be achieved through only authority.
- Make linkages between the solution to what fundamentally makes or breaks the business.
- Use principles of brain research to make it 'brain acceptable'. One such framework could be the SCARF framework of Dr. David Rock.
- The 'human process' is more critical than the 'paper process'. Enable line managers to deliver the solution.
- Be open to revisit the manner of implementing the solution and obtain ideas from the front line team for the same. The intent is to achieve success from implementation, not just a successful implementation.
- Make employees owners of the solution. This way, HR focuses on design.

Implementation of the solution (Active Experimentation) would lead to availability

CC-0.Agamnigam Digital Preservation Foundation,Chandigarh.Funding by MoE-IKS-2025 Grant

Gandhi Memorial College Of Education Bantalab Jammu

of data on the intermediate results as well and any needle movement on the impact metrics (Concrete Experience). These could be then also published for others' use.

The following illustrative real life caselets were at some point in time published in various journals/conference.

Caselet 1: Curing the aftermath of the abrasive manager

A manager with a highly abrasive style was leading a team in a largely development oriented IT company. Team members being highly intellectual and sensitive somehow felt disturbed due to the manager's style of functioning. This led to attrition and a tense and despondent atmosphere at the workplace. This was indicated by attrition data, interview results and the sentiment (Concrete Experience). In order to arrest growing attrition and possible delay in the release of customer updates that were critical, it was considered as critical to change the sentiment of the team (Reflective Observation). After considering possible surveys (Abstract Conceptualisation), in-depth interviews were used and then analysed to collect themes (Active Experimentation). The themes (Concrete Experience) were discussed with the Head of HR.

The HR business partner along with his Head of HR upon reflecting on the themes, observed that it was required to build a certain ownership among the team members that each of them created climate of the team. They looked at existing instruments and available information in the Indian context. Based on reflection and choosing between different constructs, they designed a half day psychometrics based group learning session that explored Motivational Analysis of Organisation Climate and similar constructs (Abstract Conceptualisation). The HR business partner discussed the intent and possible outcomes of the workshop with the team leads. Aspects of confidentiality and learning were also shared with them to create confidence and acceptance. After that, the Head of HR got a buy-in from the country's Operations Head for the workshop. Once both these activities were completed, the workshop was conducted (Active Experimentation) for the group of 20 developers that also allowed for venting, expression and accepting the past by the group. The group then did an action planning to decide on future steps of building a positive motivational climate. Subsequent reduction in attrition and better felt climate indicated that the team was on its way to recovery resulting in customer updates getting released only slightly delayed, instead of a major delay. (Concrete Experience).

Not only was the workshop received positively, the software developers also began to appreciate the nature of climate and one's own role in creating it at work. With the immediate possible catastrophe of mass attrition averted, the product leadership team was given the necessary breather to hire a new manager, rebuild confidence in the team and work towards the next strategic plans.

Caselet 2: Creating the potential within

A multi services delivery unit of a large IT services company felt that the operating structure of team members mapped 1:1 to customer engineers was leading nowhere and team members felt the account would reach its stagnation. This was uncovered during HR 1:1s (Concrete Experience) and sought to be attended to (Reflective Observation). Upon looking up relevant research and publications (Abstract Conceptualisation), it was suggested that it was possible that team members' role efficacy was possibly low. The HR partner ran an online survey using the Role efficacy, Role stress and Motivational Analysis of Organisational Role questionnaires

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

(Active Experimentation). The survey data confirmed that efficacy was low (Concrete Experience).

For the solution design, with express executive sponsorship of the P&L head of the group, the HR partner spent time discussing a workshop design with his reporting manager, and both of them conducted the same for the team. Aspects of role stress, role efficacy and motivational analysis of organisation roles were used by the team members (Active Experimentation) to arrive at action plans. The sentiment of the team considerably improved after the intervention (Concrete Experience).

Apart from gaining immense credibility from the business leadership for not generalising the original issue to terms such as 'motivation', and responding with stock solutions such as incentives or retention bonuses, the HR partner and his manager had also achieved a certain positive shift in the way they started being approached by the team members. In order to share the experience with peers, they published the experience in the research journal of a reputed business school.

Caselet 3: Overworked or in 'Flow'?

A hospital's HR manager was constantly being told of the need to hire more nursing staff, while the work load wasn't increasing proportionately and the staff never looked tired on the floors (Concrete Experience). He also observed that the customer feedback ratings were not going down, as would be the case of overworked staff (Reflective Observation). In order to present data that went beyond 'opinion' and 'positions', he designed a mechanism of using Mihalyi's concept of Flow (Abstract Conceptualisation) and gathered 'state' data from nurses of every shift for a 2 week period (Active Experimentation). Correlating the hospital's workload data from operations, to the frequency of the reported 'Flow' state, he soon discovered that when workload increased, more number of nurses experienced 'Flow' state and that the higher experienced nurses felt this more often. (Concrete Experience).

In this case, the HR manager did not move into the second aspect of designing the solution. The data from the evidence collection step was enough to convince his CEO and Operations Head that the additional workload was in fact helpful and was not burning out nursing staff.

HR was not getting into one opinion vs. another, or even getting into HR 1:1s that could have been discounted due to social desirability or not disclosing the reality by nursing staff. Rather, the HR manager collected data fairly anonymously and correlated with actual operations data and statistically analysed using Pearson's correlation at 0.01 and 0.05.The results were easily accepted.

Caselet 4: Managers impact culture! They need to create it too.

In a healthcare start-up across 3 locations, it was widely felt by employees that some of the branches had a better culture and the warmth rubbed off on the customer service as well (Concrete Experience). However, it was not possible to bring about a change through the CEO without hard evidence of what was actually going wrong. Since the outcomes of having a functional climate would impact customers, it was considered as an area meaningful to business outcomes (Reflective Observation) and the HR Head zeroed in on the Motivational Analysis of Roles (Abstract Conceptualisation) and measured them (Active Experimentation) across the branches' leadership levels. The results corresponded to the initial hypothesis and it was observed that certain branches had a case of 'control-dependency' dyads among managers

CC-0. Aanmigam Digital Preservation Foundation, Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

and subordinates (Concrete Experience), while others had more functional 'expert influence-extension' dyads.

The data was invaluable to engage business leadership and CEO on the need to relook at the quality of leadership at the branches, and initiate steps to bring in change (Reflective Observation). It was felt that since motives were too personal, a more outside-in approach of having clarity in values of the organisation was preferred. (Abstract Conceptualisation). This led to a fully designed intervention, where the board members and the leadership of the organisation co-created three values and the business leadership conducted sessions for 1,200 employees on the same. (Active Experimentation). Since the values were in related to the areas of customers, employees and initiatives, the Net Promoter Score given by the customers was tracked after the intervention on a daily basis. This was seen to have a positive outcome.

In this case, curiosity driven exploration of the climate of the organisation, resulted in data that was very "HR" by nature. It consisted of motive dyads that described climate of the business organisation. Since the data was self-reported and confidential, the trends presented were fairly irrefutable and never too personal to make anyone look bad. The outcome was however far reaching. The organisation today has three values that govern work and also has a structured mechanism of rewarding adherence and discouraging violations. Hence, instead of taking an "it's good for us" approach to creating values, by presenting the 'as is' of climate and designing the solution co-creatively, HR achieved a deeper and more sustainable outcome.

Caselet 5: It's not just engagement! What matters is what is valued.

Given the scarcity of post graduate doctors to serve as residents and the highly volatile salaries in the market, a hospital chain was struggling to retain its residents. Attrition had gone as high as 60% annually in some of it's branches (Concrete Experience). In order to find out (Reflective Observation) the exact triggers for the attrition, it was decided not to go with a framework since it was unchartered territory, but to go with an interview process (Abstract Conceptualisation). The same was outsourced to an agency that was well experienced in conducting post-exit-interviews. They did so through a team of trained counsellors and maintained a high degree of confidentiality so as to help in obtaining actual reasons (Active Experimentation). The results (Concrete Experience) were discussed by the Head of HR and the CEO.

A need was felt to understand what was actually valued by the residents (Reflective Observation).

(The part of the caselet below is extracted from a working paper by Siddharth, S.N., Sengupta, D., Sharma, Y., Sharma, S., Shet, S., (2015) An exploratory study of Work Values among doctors of a women and child hospital chain in India.)

A survey of literature zeroed in on a 1973 publication by Dr. Udai Pareek and Dr. T.V. Rao in the area of work values of doctors. (Abstract Conceptualisation). The instrument was observed to measure how much the respondent valued each of the following values:

- Economic: Importance to the financial or money aspects of the job or the work
- Security: Security or permanency of the job and being protected from uncertain future
- Work Conditions: Pleasant work surroundings and good physical facilities
- Status: Status and prestige and to be respected by others

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

- Coworkers: Friendship with co-workers, superiors and subordinates
- Independence: Freedom in working the way one likes without interference and without having to depend on others for work
- Creativity: When one can be creative and use one's original ideas
- Humanistic: Being useful to others
- Rural: In the context of the instrument, when given a choice between two jobs having everything equal except the location being urban / rural, one chooses rural
- Academic: Teaching, research and experimentation and has academic pursuits

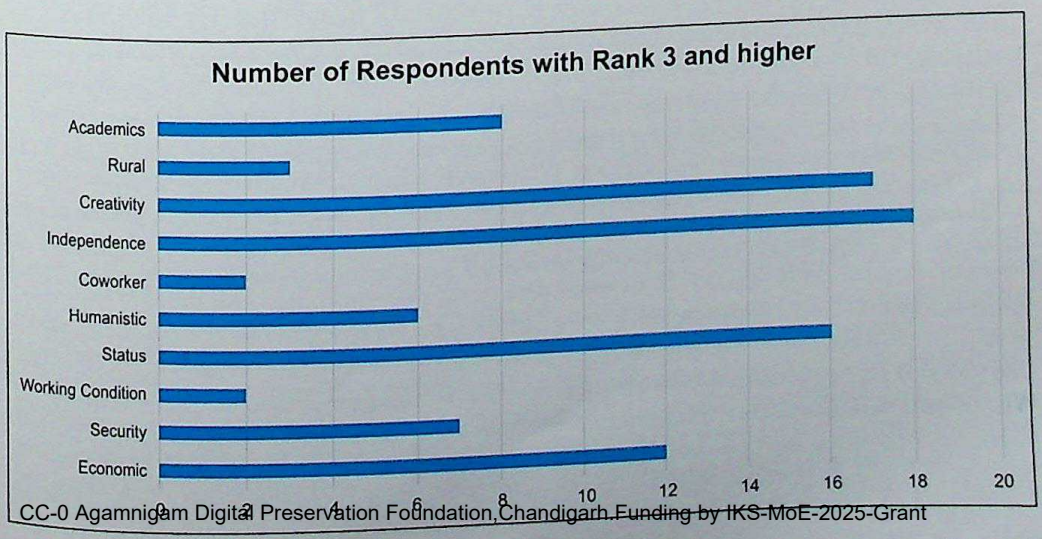
The same instrument was used to obtain responses from 33 doctors (Active Experimentation).

When analysed in further detail across specialities, generations and gender, the following results were observed

- Among Paediatricians, the top three ranks went to Independence, Creativity, with Status & Academics (tied). Among the Obstetrics respondents, the top three ranks went to Status, Creativity, with Independence & Economic (tied). Ranks 8 and below among Paediatricians were Rural and Security, while Rural and Coworkers were for Obstetricians.
- Gen X respondents valued Independence, Creativity & Status (tied), while Gen Y valued Creativity, Independence& Status in that order. Ranks 8 and below among Gen X were Rural and Academics, while Rural and Security were among Gen Y.
- Females valued Status, Creativity, Economic in that order, while males valued Independence, Creativity & Academics (tied). Ranks 8 and below among males were Rural and Security, while Rural and Coworkers were among Females.

Spearman correlations were used to analyse ranks among the values. It was observed that Humanistic and Economic were negatively correlated, Creativity and Economic were negatively correlated, Academics and Security were negatively correlated and Creativity and Rural (job) were negatively correlated.

The results were used to initiate a dialogue with the clinical heads of departments



CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

to create opportunities for the residents to obtain more of what they valued at the workplace. The caselet is a work in progress when this article went to press, and it is expected to have significant outcomes in terms of how residents are hired, designated, work designed for them and rewarded.

In closing

As HR professionals, it is often easy to fall prey to 'benchmarking' and 'best practices'. However, what is good for someone else is often due to a large number of factors of context, geography, local culture, business state, etc. Hence, 'imported' solutions have a propensity to fail. In other words, the operation maybe successful, but little luck with the patient's survival.

Hence, a "Therapeutic HR" approach is often fail proof, since it is based on evidence and data collected from the business, more so if the data goes beyond the obvious. It also obtains the very best of learnings in terms of published research and incorporates elements of 'design' in the change management plan, and if successful creates 'Next practices'.

It is therefore more a question of the HR practitioner's mindset, and of course the knowledge and skill, to have a research and evidence based approach to contribute strategically and effectively. Very often, we create a mental block for ourselves that such an approach requires one to be Doctorate or a Fellow. The above caselets amply demonstrate this given the fact that none of the HR protagonists in these caselets were doctorates. However, a word of caution, lest I give an impression that research is just looking at data like headcount and salary medians and some simple metrics or analytics. It is beyond that – it is the ability to link the tangibles and intangibles; the ability to identify patterns, construct hypotheses, and arrive at constructs. Having said that, it would enhance the overall positioning of HR, if more and more HR professionals pursue doctoral studies on critical and contemporary business and people challenges.

References

Csikszentmihalyi, M., (October, 1997). Happiness and creativity: Going with the flow. Vol. 31 Issue 5, Special report on happiness p8. 5p.

Csikszentmihalyi, M., (1990). Flow: The psychology of optimal experience. Harper & Row. ISBN 978-0-06-016253-5. Retrieved 10, November, 2014.

Jain, R., Juneja, V., (2009). Role innovation behaviour of managerial personnel in Indian banking and insurance enterprises of public sector: an empirical study. South Asian Journal of Management. Vol. 18, No. 3, pp. 70 - 99.

Kaur, R., Kazi, R., (2012). An empirical study on impact of role efficacy of nursing community on organisational effectiveness using multiple regression analysis. Indian Journal of Research. Vol. 1, pp. 131 - 140.

Pareek, U., Purohit, S., (2009). Training instruments in HRD and OD, Third (Ed), Tata McGraw Hill.

Pestonjee, D. M., Pandey, A. (1996). Enhancing role efficacy: an OD intervention. Vol. 21, No. 2, pp. 43 - 52.

Rao, T.V., Pareek, U., (1973). Developing a Work Value Scale for Medical Professions. Interdiscipline. 10(3), pp. 1-15.

Rao, T.V. (1974). Work value patterns of Indian medical students. British Journal of Medical Education. 8(4), pp. 224-9.

Siddharth, S.N. (2012). How Many? A Human Number. Amazon.

Siddharth, S.N., Sengupta, D., Sharma, Y., Sharma, S., Shet, S. (2015). An exploratory study of Work Values among doctors of a Women and child hospital chain in India. Working paper.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

IS STRATEGIC HR ALIGNMENT SUFFICIENT? — A STUDY OF HR PRACTICES IN A RETAIL CHAIN

Prof. UPAM PUSHPAK MAKHECHA and ASHOK G

About the Authors

Prof. Upam Pushpak Makhecha is an Associate Professor in the area of Organisational Behaviour and Human Resource Management at IIM, Tiruchirappalli. She is a Fellow (Ph.D.) of the Indian Institute of Management, Bangalore. She holds an MBA (specialisation in HR) degree from Faculty of Management Studies, University of Delhi, and a Master's degree in Psychology from Barkatullah Vishwavidyalaya. She has 12 years of varied experience of serving with Indian Navy, working in corporate HR and teaching roles.

Ashok G. is a start-up enthusiast, skilled in idea to organisation ..... Steering organisations through scale-up phases. An INSEAD alumnus, founding team of start-ups, now Head, Human Resources for SPAR India, a Landmark group idea. Part of the Executive Committee team of NHRD Bangalore Chapter. Twitter handle: @ashokharanya

"Our multi-locational chain had business imperative to build scalability and expand into newer geographies. It is a business that depends on 'instant customer experiences' as delivered through a combination of people-technology-infrastructure. The chain therefore invested in several centrally sponsored people initiatives such as talent development, employee engagement, resource utilisation, rewards & recognition and so on, which were deployed through a three-tiered structure of centre, region and store.

Soon, the HR leadership team felt the need to reflect and review the efficacy of these initiatives and its impact on business outcomes. We had different options to undertake this exercise – informal discussions, skip meetings, employee surveys, or engaging a consultant to assess the same. However, based on my interest and research inclination, I felt that a more credible and sustainable output could probably come from adopting a 'research-based' approach that would provide anchors of a theory, data based conclusions, and access to best practices. This is the time when I was approached with a research project by Prof. Upam and it seemed a good fit to ensure objectivity, independence, and rigour.

However, I realised that such an approach would not be easy. Firstly, I would have to sell the idea to the leadership team, get their buy-in for a scenario wherein the data and findings could get into the public domain including competition. Secondly, it would need quality time from the different 'participants' of research, and more so from me and my team. Thirdly,

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

'correctness' of research would depend upon access to data, past practices and experiences, and openness in sharing by 'participants'. With the whole-hearted support of our leadership team, and the professional approach followed to undertake the research, we were able to do a correct diagnosis that was accepted by all, and came out with fine-tuned solutions to address the fundamental objective of enhancing efficacy of HR interventions.

In the process, I realised that it was a 'developmental' experience, not only for me, but also for my entire team. It also helped in enhancing the credibility of the HR function in my organisation. And, I had not realised when we embarked on this journey that eventually publication of a report like this could also add to the knowledge repository and benefit other HR practitioners. Lest it looks like a one-sided affair, I should also mention that the entire experience was equally enriching and beneficial for Prof. Upam, and has potential to create a multiplier effect when she uses the learnings from this research in her academic domain including teaching."
– *Mr. Ashok G.*

Introduction

In today's competitive global business environment, organisations understand the significance of aligning the HR systems and practices with business strategy in order to achieve their strategic goals. Thus, senior management at organisations spend enormous amount of resources in ensuring that the HR systems and practices are designed in such a manner that there is maximum alignment with corporate and business strategies. In majority of cases, senior managers assume that once designed, the HR practices would get implemented and experienced by employees in the way these are designed. However, we argue that the translation of strategic HR alignment into organisational performance, to a large extent, may depend on the manner in which the HR practices designed by senior management gets implemented by middle managers and experienced by employees down the line. The senior HR management plays a crucial role in designing solutions through policies and processes, communicating differently for different levels of organisation and instituting monitoring mechanisms and measuring conformance as a strategic imperative. However, success of HR policies and processes requires co-ownership and internalisation of these by the operational managers and business teams across the organisation and at all points of time.

Our study

In our study, we mapped how the designed HR practices changed within an organisation once these were handed down for implementation. The findings of our study indicated that multiple versions of HR practices existed within an organisation. The HR practices changed not only in terms of their contents and processes, but also in terms of their intent, thus indicating gaps between the designed, implemented and experienced HR practices. The study was conducted in several stores of a hypermarket chain spread across India. The study focused on major HR practices relevant for front-end sales employees. The data was collected using in-depth interviews with corporate HR team and semi-structured interviews with managers and employees at stores. Additionally, data from secondary sources such as intranet, official communications, policy documents, report formats, posters, presentations and non-participant observation was used to substantiate the data collected from interviews. The data was analysed using qualitative data analysis software called NVivo (Version 10) and SPSS (Version 22). Several critical dimensions of HR practices were identified and each HR practice was deconstructed into content, process and

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

intent dimensions. Post data collection, various analyses were carried out to identify how the corporate headquarters' designed HR practices changed while these were getting implemented by middle managers at stores and while these were getting experienced by front-end sales employees.

Major findings

On comparison of implemented and experienced HR practices with the designed HR practices, we found that these were different. This indicated that the HR practices that get designed especially in alignment with business strategy may not get implemented and experienced as desired by corporate headquarters. Gaps in HR practices emerged at stores which were far away from corporate headquarters not only in terms of distance, but also in terms of managerial visibility and control. Given the distance and the local context in which the stores operated, the middle managers derived their own interpretation of HR practices and implemented these in ways that helped them in dealing with their day-to-day operational pressures. For example, in stores where there was high attrition, the middle managers tended to deviate from the prescribed hiring, induction and training practices, as there were continuous pressures to meet the numbers in order to keep the store functional. In many cases, the middle managers were unaware of the prescribed HR practices and further unaware of the implications of deviations from prescribed HR practices. When we compared the content, process and intent for each HR practice, it was found that maximum deviations in HR practices got created when the intent behind execution of HR practices was not in sync with intent behind design of these practices. In the absence of clarity on intent of HR practices, the middle managers gave their own meanings to HR practices based on their past experience, mental frames and motives. Thus, they tended to change the content and process of HR practices without realising the implications of such changes.

In our study, we found that the deviations did not emerge uniformly across HR practices. The HR practices which were more decentralised from corporate headquarters to stores, and where the HR practices were more devolved from HR function to department managers, had higher deviations. Further, there was variation across stores, as few stores had higher level of deviations than others. This indicated the importance of store level factors that played an important role in delivery and experience of HR practices. Thus, the deviations in HR practices could be influenced by external factors in which the units operate (e.g. competitive context) or factors internal to the units (e.g. leadership, culture and performance of the unit). In addition, the execution of HR practices by units could also be influenced by commitment of senior leadership, culture, business maturity and profitability of the organisation as a whole.

Implications for practitioners

The strategic alignment of HR practices with business strategy is necessary, but not sufficient. There is further need for corporate HR to take stock of HR practices once these are designed and handed down for implementation. The practicing managers need to get aware of various deviations in HR practices that can emerge at multiple levels in their organisations. Though some of the deviations may get created by pragmatic decisions of middle managers to cope with short-term field unit exigencies, these may over time create long-term negative performance impacts for the organisation, if the organisation fails to attract, develop and retain quality talent of the human capital within the firm gets

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

depleted over time. Identifying the nature of HR practices' gaps in terms of content, process and intent will help the corporate headquarters and field units to identify which aspects of HR practices are getting changed. Additionally, the organisations need to identify the variables that could be causing the dysfunctional gaps and take necessary corrective actions.

Our findings suggest the need for organisations to focus on clear communication of HR practices; especially the intent behind various HR practices and a need for constant dialogue and feedback from middle managers to identify which aspects of HR practices need modifications. Devolution from HR to line is a necessity, thus line managers have to own the HR practices and work as employee champions. HR can facilitate this role of line with education, guidance, training and support to line managers to ensure smooth execution of devolved HR activities. This study indicates the need for the organisation to keep the middle managers trained and motivated for performance on HR tasks and to help them cope with the dynamic and competitive contextual demands. From employees' perspective, clear and consistent communication from middle managers on different aspects of HR practices and regular feedback from employees may help employees experience practices as intended.

Conclusion

Though our study has limitations such as focus on only one organisation and study of deviations at a point in time, it makes significant contribution to HR literature as this is one of the first studies to map HR practices at multiple levels within an organisation in such great depth. We found empirical support for multiple versions of same HR practices at multiple levels within an organisation and identified several reasons for deviations from corporate designed HR practices. We also contribute to the retail management literature which has limited studies on HR practices in Indian retail context. Our future research agenda is to examine the short-term and long-term impact of deviations in HR practices on various organisational performance indicators. In conclusion, we submit that to augment the impact of strategic alignment of HR practices on organisational performance, there is a need to delve deeper into issues of implementation of HR practices by middle managers.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

ENGAGED EMPLOYEES LEAD TO DELIGHTED PATIENTS!

REKHA RAO

About the Author

Rekha Rao has a MBA in Human Resources and a Diploma from Indian Society for Training & Development. Rekha manages employee engagement, internal communication and OD interventions. She is currently working as Senior Manager, Human Resources at Fortis Healthcare. With over 14 years of experience in service and healthcare sector, she is also Fortis performance management process champion and culture ambassador. She was awarded ISTD Best Student (2010-11). Her passion lies in the areas of employee engagement & service quality, and she is currently pursuing her Doctorate studies on these topics.

A few years back, I was in the thick of a merger and acquisition scenario in my company. As part of the HR team, the humongous task of making sure employees were well-communicated and aligned to the change was our responsibility. Post the acquisition, a survey was undertaken to listen to the "voice" of the employees while designing initiatives for the future. The next big task was to enhance service quality and ensure consistent service delivery by listening to the "voice" of the customer.

Incidentally, this was also a subject that I was pursuing for my doctoral studies. The convergence of an organisational opportunity and a personal developmental goal helped initiate this study. Our study focused on hospitals where performance of front-end employees rendering service has a crucial impact on patient care and service quality — two main pillars on which a hospital stands. Healthcare spending in India is rising while on the other side, with sudden surge of hospitals in the country, demand-supply for quality professionals, especially nurses and doctors, has widened. It is a human resources challenge for hospitals to retain staff if they want to leverage the growth opportunity available for the industry. On effective retention, keeping the employees engaged in their work is a bigger challenge. We measured the employee engagement levels in the hospital over a period of four years and examined its effect on the service levels experienced by the patients. It was found that engagement levels impacted the patients' experience of service in the hospital, providing various implications for the industry, which are also highlighted.

The organisation gave me a practical on-the-ground feel for my research, instead of just a theoretical perspective. It was a rich learning experience going through the rigour of the process under the guidance of my superior and my research guide.

Even though managing the doctorate with a full time job is tough; the topic I have

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

selected is close to my heart and an area of work, that excites me a lot. Of course, my family has been extremely supportive in this journey.

The implementations linked to validation of hypotheses has had the desired positive impact on organisational outcomes. Apart from this, what was equally gratifying was the recognition in the form of the 'Asian Hospital Management Award' for the organisation. And, of course, the confidence that I got to pursue my doctoral studies with renewed enthusiasm.

Literature review

The possible consequences of work engagement have been found related to job performance (Xanthopoulou et al, 2008), in-role and extra-role performance (Bakker, Demerouti & Verbeke 2004). Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009) conducted a diary study among employees working in a Greek fast-food restaurant, and found that daily levels of work engagement were predictive of objective daily financial returns.

Service-quality research suggests a causal direction running from employee to customer experiences (Schneider & Bowen, 1985). Gracia, Cifre & Grau (2010) found that the service climate perceived by the employees providing service is positively related to the service quality perceived by the customers of the organisation. Salanova, Agut, and Peiro´ (2005) conducted a study among personnel working in Spanish restaurants and hotels. Contact employees from over 100 service units (hotel front desks and restaurants) provided information about organisational resources, engagement, and service climate. Furthermore, customers from these units provided information on employee performance and customer loyalty. Organisational resources and work engagement predicted service climate, which in turn predicted employee performance and then customer loyalty. Gracia, Salanova, Grau & Cifre (2012) studied the effect of organisational facilitators (training, autonomy and technical support) on customers' perception of unit-level service quality and found a positive relationship.

Our study will be extended to focus on the hospital sector, wherein we intend to examine the effect of employee engagement on quality of service experienced by patients.

Hypothesis 1: Employee Engagement level is positively related to the level of Service Quality

Dynamic nature of engagement

Studies have also shown that levels of engagement in a person may fluctuate from day to day (Sonnentag, Dormann, & Demerouti, 2010). These variations are explained through interactions like colleagues support, experience of autonomy, exchange with supervisors and learning opportunities (Bakker & Bal, 2010). This study attempts to measure engagement at different time periods to further assess its impact on quality of service provided to patients.

Hypothesis 2: Employee Engagement level (over a period of time) is positively related to the level of Service Quality; increase in engagement levels lead to increase in service quality and vice versa.

Method

Procedure and Participants

The study was first conducted in 2010 at a hospital in Mumbai, India with 1,100 employees. A random stratified sampling technique was used to select the respondents for the survey, which ensured a combination of departments like nursing, medical, paramedical, customer care, administration and support (finance, maintenance). The years of experience

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

of respondents ranged from less than 1-2 years to more than 5 years. 20% respondents completed the survey (n = 220) in 2010; thereafter every year the survey was conducted in 2011, 2012 and 2013 with similar response rates (n = 215), (n = 222) and (n = 200) respectively.

Patients from inpatient and outpatient areas were given the survey forms. An average of 35% patients (n = 1,100) in the inpatient areas and 3% OPD patients (n = 514) completed the survey.

Measures

Employee engagement was measured using McKinsey and Company scale in 2010. The main areas covered in the questionnaire were related to direction, leadership, culture & climate, accountability, coordination & control, capabilities, motivation, innovation & learning, and external orientation. E.g. of the scale items – "Managers at all levels of the company/ facility explain the vision to make it more relevant to their own employees"; "The manager to whom I report creates a sense of teamwork and mutual support throughout the company"; "Managers encourage employees to experiment with new ideas to improve performance"; "Managers in the company provide praise, thanks, or other forms of recognition", etc. In the following years, author created scale was utilised with 20 items and 5-point scale from 'strongly disagree' to 'strongly agree'. Areas covered included role clarity, training opportunities, relationship with supervisor and colleagues, brand image of the hospital, etc. and some of the items included "I can count on my colleagues to help me during a work-related crisis"; "The external image of our hospital makes me feel proud"; "I feel a sense of belonging towards the hospital", etc.

Service quality was measured by the organisation's patient satisfaction feedback form with a 4-point rating scale ranging from 'poor' to 'very good', covering areas like admission process, accommodation, medical & nursing process, discharge process (in case of inpatients), etc. Sample items included "quality of food", "time spent by doctors to explain diagnosis/treatment", "attention from nursing team", etc.

Data Analysis

To assess the relationship between engagement and service quality, a one-way ANOVA analysis was conducted with each of the elements of engagement as the independent variable (X_1, X_2, X_3, etc.) and the dependent variable as service quality (Y).

The p-value for all elements of engagement w.r.t. recognition at work, colleagues bringing out the best at work, etc. were found to be less than 0.05; which meant service quality is dependent on employee engagement. **Hypothesis 1 was therefore fully supported.**

The mean value for being "recognised and valued at work" was found to be highest amongst the engagement parameters and hence influence service levels the most. "Feeling part of the organisation" and "considering a long-term career" was found to have the least influence on service.

Some of the tables are displayed below:

Service quality and feeling valued in the organisation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.040	3	.013	.827	.504
Within Groups	.193	12	.016		
Total	.233	15			

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Service quality and opportunities to learn at work

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.009	1	.009	.545	.473
Within Groups	.224	14	.016		
Total	.233	15			

Service quality and considering a long-term career

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.060	3	.020	1.381	.296
Within Groups	.173	12	.014		
Total	.233	15			

The analysis across groups based on gender and tenure did not yield differential results, meaning employees groups did not differ in their quality of service based on gender or years in the organisation.

To test the 2nd hypothesis, the ANOVA was carried out across the four years time period. A similar trend was found w.r.t. the relationship between engagement and service quality. The mean values for service quality were found to be high in last two years of the survey, wherein the engagement values were also found to be high. This displays a positive relationship between engagement and service quality, and hence **Hypothesis 2 was also supported.**

Discussion

The study established a positive relationship between employee engagement and service quality. This is in line with a study by Gracia et al (2012), where they found team engagement is indirectly related to service quality. Predicting that high levels of employee engagement will impact the level of service rendered to patients provides useful contributions to the hospital industry.

1. By designing strategies focussed on engaging employees, organisations can create a service-oriented workforce who will be responsible towards the patients they tend for. 2. Recognition programs for employees will go a long way in motivating them to provide consistent and higher levels of service, as displayed in the study. 3. A long-term career does not seem to impact service levels, which means if employees are engaged while they are attached to the organisation; they will deliver service as desired.

The study also examined the dynamic nature of employee engagement over a period of time (four years). The relationship between engagement and service levels remained positive over time which presents further inputs to organisations. There is a need to constantly monitor the levels of employee engagement. With stress-levels running high, companies need to plan proactively to maintain a positive and vibrant culture for employees to work in. These would ensure a consistent level of service offered to the customers.

Managers need to concentrate on front-end employees' motivation, so that the organisation can raise the bar of service,

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

which will finally lead to customer loyalty and improved financials for the institution. With the focus shifting from patients to employees, the outcome will be there for organisations to see: *"an engaged employee resulting in a delighted patient"*.

Epilogue

The hospital unit selected this study with the following objectives:

- Improve service levels through highly engaged employees; leading to customer delight
- Create a sustainable model of employee engagement that becomes a "way of life", rather than an one-time initiative

The drive to create a highly engaged workforce was unique in considering front-end employees as "drivers" of change; key to success of an organisation are the ground-level employees, who become brand ambassadors to the external customer. Most organisations tend to focus on the top echelon without paying much heed to the base-level providing customer service. With this drive, the organisation brought the actual service-provider to the forefront of business.

The organisation won prestigious awards including the Asian Hospital Management Award (2014) in the Human Resource Development category for this research based study. Asian Hospital Management Awards (AHMA) recognises and rewards hospitals that implement best practices in the Asia-Pacific region, considered to be doing outstanding work, and implementing innovative projects.

References

Bakker, A.B., Demerouti, E., & Verbeke, W. (2004). Using the Job Demands-Resources model to predict burnout and performance. Human Resource Management, 43, pp. 83-104.

Bakker, A.B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. Journal of Occupational and Organisational Psychology, 83, pp. 189-206.

Gracia, E., Cifre, E., & Grau, R. (2010). Service quality: The key role of service climate and service behaviour of boundary employee units. Group and Organisation Management, 35, pp. 276-298.

Gracia, E., Salanova, M., Grau, R., & Cifre, E. (2012). How to enhance service quality through organisational facilitators, collective work engagement, and relational service competence. European Journal of Work and Organisational Psychology, pp. 1-26.

Schneider, B., & Bowen, D. (1985). Employee and customer perceptions of service in banks: Replication and extension. Journal of Applied Psychology, 70, pp. 423-433.

Salanova, M., Agut, S., Peiro, J.M. (2005). Linking organisational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. Journal of Applied Psychology, 90 (6), pp. 1217-1227.

Sonnentag, S., Dormann, C., & Demerouti, E. (2010). Not all days are created equal: The concept of state work engagement. In A. B. Bakker & M. P. Leiter (Eds.), Work engagement: A handbook of essential theory and research, pp. 25-38. New York: Psychology Press.

Xanthopoulou, D., Bakker, A.B., Heuven, E., Demerouti, E., & Schaufeli, W.B. (2008). Working in the sky: A diary study on work engagement among flight attendants. Journal of Occupational Health Psychology, 13, pp. 345-356.

Xanthopoulou, D., Bakker, A.B., Demerouti, E., & Schaufeli, W.B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. Journal of Occupational and Organisational Psychology, 82, pp. 183-200.

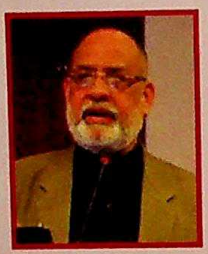
CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

RESEARCH, EXPLORATION & TRUTH SEEKING: REMINISCENCES

Dr. VIRENDRA P SINGH

About the Author



Dr. Virendra P. Singh has been a leading human capital builder and leader in public and private sector entities for three decades. He has proven credentials in building people centric, customer focused and business driven organisations. Dr. Singh has been a researcher, teacher and trainer in University of Pune and All India Management Association.

He is part of human resources team at RJ Corp, which has brands like Pepsi, Pizza Hut, KFC, Costa Coffee, Cream bell ice cream. In his current role, he guides leadership teams to enhance performance capabilities by coaching and mentoring with support of psychometric tests and other interventions.

Dr. Singh was also with Escorts Group (1993-2000), where he did pioneering work in domains of Assessment Center, Value Based Performance Culture, Performance Counseling, Leadership Practices, and Career Modeling. He had long innings in PSU's such as Vishakhapatnam Steel Plant and Hindustan Copper Limited between 1982-1993, where he managed employee relations as well as management development functions.

A post graduate from University of Calcutta with specialisation in Business Laws, he has post graduate qualifications in Personnel Management from Punjab University. He earned his doctoral degree from University of Pune, where he defended his dissertation on organisation effectiveness (1977). He has been a Study Fellow, Department of Management Studies with University of Leeds (1985).

He has published 20 research and experiential papers and articles in leading management journals. Dr Singh is an Executive & Life Coach associated with International Coach Federation, USA & Member, Mentor Pool, Everwise, USA.

Prologue

Research is a mindset; it is also a way of life. Research, exploration and truth seeking are different ways an inquisitive mind operates; and more often than not, it is a matter of choice. For many, who abode in this side of the mind-world, research (and exploration) is an instrument of protest; it is a sword in the hands of a rebel. It is a pursuit, a calling, of a challenger of accepted paradigms.

Wikipedia defines research as "creative work undertaken on a systemic basis to increase stock of knowledge, including knowledge of humans, culture and society; and use of this stock of knowledge to devise new applications." Furthermore, humanities scholars usually don't search for the ultimate correct answer to a question, but instead explore the issues and details that surround it. Context is very important, and context can be social, historical, political, cultural or ethnic.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Though this article is not meant to dissect three words & concepts, namely research, exploration and truth seeking; yet it is important to appreciate that every researcher ultimately dares to explore the jungle of ignorance to seek his own personal truth. For me as well, my search and research were fuelled by my desire to seek truth about me through exploration of the phenomenon outside.

Ph.D. at Age 23

Calcutta 1969-1971 was a crazy place to live, love and learn. As a student of University College of Commerce, Calcutta University, I was fortunate to be a participant and witness of all good, bad and ugly, which had engulfed Calcutta (and Bengal hinterland) during 60s and 70s. Some of my class mates had joined banks (post 1969 bank nationalisation by Indira Gandhi) after our B.Com Honours from Goenka College; but I did not wish to follow them. I didn't want to be an apprentice or a teller clerk in the State Bank. My Bengal Police officer father wanted me to be like him; I didn't like that idea either. I nursed and fed a mindset, which relished anything and everything different, non-conformist and rebellious. At an impressionable age of 23 (Circa 1973) post my Masters, I decided to be a teacher (an ordinary teacher/ a college lecturer, at the best). I asked myself what will make me a good teacher. Answer came from the inside: Ph.D.

My journey to pursue Ph.D. started from Calcutta; but I did not explore Calcutta University (my alma mater) for pursuing Ph.D. as it was under ideological labour pain. Law and order was at its lowest percentile. Some of my classmates had chosen the Naxal Way; while my uncles and cousins were members of Calcutta Police. It was unbearable to see them assaulting each other in the side-lanes of College Street, Amherst Street and Rash Behari Avenue. It was time to leave a land, where I had schooling, college and university education. It was a time to cut the umbilical cord. I landed in Patna, where my elder brother was an Air Traffic Controller at its single strip airport. But my brief courtships with Patna University and then Jodhpur University as a research scholar did neither last long, nor yielded any worthwhile results. Patna and Jodhpur were too staid for a Calcutta bred cerebral upstart.

I was lucky to get a Research Fellowship from Vaikunth Mehta National Institute of Cooperative Management, Pune (University of Poona). I spent my first year of fellowship on what is called literature survey in academic circles. It involved reading research articles, books and doctoral dissertations on every possible themes/subjects in economics, sociology and management. A course in research methodology made me an inquisitive researcher, who does not take things for granted & who looks for evidences. I 'met' Rousseau, French philosopher during this period. Rousseau told me: "Judge a man by his questions, not by his answers". This statement was to become my life *mantra*.

After a million churns, I chose a quaint theme for my dissertation, which was an inter-disciplinary subject. My enquiry started from a question: How do you say if Organisation 'A' is good or bad? Do you castigate it just because it did not fulfil your expectations? Bombay had at that point in history, acquired notoriety for its inability to provide an affordable, safe and solid roof over heads of its populace.

I asked why and how organisations become effective! This enquiry was at the root of my exploration.

Abstract of Ph.D. Dissertation

"Management of Housing Resources in Greater Bombay: An Appraisal of Institutional Efforts" submitted to University of Pune (1977).

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Theoretical Framework

This dissertation seeks to highlight the fact that every organisation is primarily an open social system, which is always in a dynamic relationship with its environment. An organisation receives 'inputs' in the form of materials, money, information, human efforts and many other tangibles or intangibles (depending upon the nature of organisation), and transforms these inputs in some predetermined manner, and finally exports 'outputs'. Constant inflow of inputs into the system is quintessential, so that it can keep on exporting transformed resources back to the environment in the right quantity and maintain the pace of recycling process. Any disruption in this arrangement would produce entropy, disorder, disorganisation and lack of patterning.

In addition to environmental factors, the management systems within the organisation also regulate the inflow of inputs, outflow of outputs, and thus determine productivity and efficiency. Talcott Parsons identified three managerial levels in the hierarchical structure of dynamic organisations: The technical/production level; organisational/managerial level, and community/ institutional level. Tasks of these levels are technical rationality, coordination, and relating organisation to environment respectively.

Objectives

In light of the theoretical backdrop explained above, the dissertation seeks to:

a) Examine the performance of selected institutions building housing units in Greater Bombay;

b) Explore if lack of effective policy guidelines on housing, urbanisation, urban land and industrial location influenced in any way, the performance of selected institutions; and

c) Examine the effectiveness of managerial systems in the selected institutions.

Institutions selected for study

a) Maharashtra Housing Board;

b) Bombay Building Repair and Reconstruction Board;

c) Maharashtra Slum Improvement Board; and

d) Maharashtra Cooperative Housing Finance Society Limited

Findings

The study revealed that there was no clear thinking, at macro and micro levels, on matters relating to housing, urban land, urbanisation, industry location and finance. Institutions selected for the study were operating in a setting which hardly encouraged flow of inputs for its transformation into usable outputs.

Statutes enacted more than fifty years back governed functioning of these institutions. Even where statutes were of recent origin, emphasis had been on bureaucratic systems and procedures, rather than on getting a job done promptly and effectively. The study stressed the need to remove these anomalies.

If these institutions have been 'restrained' from achieving their goals by limitations in the 'environment', the managerial systems within them have not been effective either. As a result, at various levels, tasks were left unattended or were done perfunctorily. Administrators were busy in merely carrying out tasks, without really delving into the matter. There was lack of appreciation of tasks, viewpoints, techniques, time horizons and decision-making strategies in terms of technical, organisational and institutional levels in the hierarchical structure of the institutions.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

The dissertation suggested a suitable line of remedial action to effect improvements.

Exploring, Redesigning and Impacting

At this point, I wish to reiterate and re-articulate key findings and implications. My doctoral exploration confirmed and reconfirmed the premise that we are what we are plugged into. This 'finding' has multi-faceted import because it touches not only the business world, but also our inner world as well. If I could oversimplify findings and implications of my doctoral exploration, it will be as follows:

- Organisations are open social systems- forever in continuous and dynamic relations with its environment. Each one of us is an open system; and we influence and get influenced by the world inside and world outside.
- Whatever it (an organisation or individual) takes or gets as inputs from 'environment' define what it produces.
- Regulate quality of inputs if you wish quality of outputs. Flow of inputs also impact speed of service.
- Management systems within the organisations play key role in determining productivity and efficiency. Organisational effectiveness is influenced by its 'technical', 'managerial' and 'community' factors.

My Ph.D. coupled with academic+ teaching assignments with ICSI, AIMA, ICWAI made me a fairly satisfactory teacher cum researcher. It shaped and defined me as a teacher; and it rearranged my DNA for a responsive public sector manager for nearly 14 years. It enabled me to question conventional assumptions. It strengthened me to take union officials as colleagues and partners, not as conventional adversaries. It helped me to invest in my house-keeping and horticulture department colleagues, who blossomed into resource for organisations, and my life-long friends.

I ascribe my limited success at Hindustan Copper and Vishakhapatnam Steel Plant (1982-1994), Escorts Group (1994-2000) and then with RJ Corp leading & managing talent for Pepsi, Pizza Hut and KFC for last 14 odd years to that explorer and researcher in me which does not accept other's truth.

Seeking truth is seeking meaning of life around me!

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

PLEASURES AND PAINS OF A PH.D. GUIDE

Dr. JAYSHREE SURESH and Dr. R KRISHNARAJ

About the Authors

Dr. Jayshree Suresh is Dean of Faculty of Management, SRM University. She has been associated with SRM University since 2003, after having worked for 10 years with MOP Vaishnav College, Chennai. She has done case research and published various case studies. Her areas of interests in Research are Ethics, Entrepreneurship and Marketing. She has received the Best Professor Award from MOP Vaishnav College, SRM University and CMO Asia. Her rich experience includes 9 years as Research Associate at IIM, Ahmedabad, and 10 years as an entrepreneur, before moving to academics.

Dr. R. Krishnaraj has worked in the pharmaceutical industry for 20 years and joined SRM University as an Assistant Professor. He completed his doctoral studies in 2009. In a short duration, he has published articles in various Scopus indexed Journals. He is the driving force for Ph.D. research in the University.

To be a guide for a Ph.D. scholar appears to be very prestigious, coveted and attractive. Guideship is at the peak of the academic mountain. The academic world consists of teaching, consultancy and research. This article describes the research process, identifies the pleasures and pains of a Ph.D. guide, and offers some suggestions for improvement in the quality of research. Pleasure and pain are two sides of the same coin. The Ph.D. guide undergoes both the experiences.

Research

Research has been defined in a number of different ways. A broad definition of research is given by Martyn Shuttleworth — "In the broadest sense of the word, the definition of research includes any gathering of data, information and facts for the advancement of knowledge". Another definition of research is given by Creswell, who states that "Research is a process of steps used to collect and analyse information to increase our understanding of a topic or issue". It consists of three steps: Pose a question, collect data to answer the question, and present an answer to the question. The Merriam-Webster Online Dictionary defines research in more detail as "a studious inquiry or examination; especially investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws".

The strict definition of scientific research is performing a methodical study in order to prove a hypothesis or answer a specific question. Finding a definitive answer is the central goal of any experimental process. Research must be systematic and follow a series of steps and a rigid standard protocol. These rules are broadly similar, but may vary slightly between the different

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

fields of science. Scientific research must be organised and undergo planning, including literature reviews of past research and evaluating what questions need to be answered. Any type of 'real' research, whether scientific, economic or historical, requires some kind of interpretation and an opinion from the researcher. This opinion is the underlying principle, or question, that establishes the nature and type of experiment. The scientific definition of research generally states that a variable must be manipulated, although case studies and purely observational science do not always comply with this norm.

Types of Research

Human beings like to categorise things. We don't like amorphous groupings of ideas floating around. It just makes things difficult to comprehend. One way to make research topics more manageable is dividing the topics by asking the question 'What will this be used for?'. On this basis it can be classified into 'applied' and 'basic'. Applied research is one that is used to answer a specific question and has direct applications to the world. This is the type of research that solves a problem.

Basic research is driven purely by curiosity and a desire to expand our knowledge. This type of research tends not to be directly applicable to the real world in a direct way, but enhances our understanding of the world around us. So the real difference between the two types of research is what they will be used for. Will the research be used to help us understand a real world problem and solve it, or will the research further our general information?

Further, in each of the above categories, the research may be of various types such as Quantitative research, Qualitative research, Collaborative research and Practitioner research. Research is done before taking a decision either in personal life or in the corporate life. Also, there is corporate consultancy research being done by a consultant which helps the client in decision making.

Steps in conducting Research

Research is often conducted using the hourglass model structure of research. The hourglass model starts with a broad spectrum for research, then focusing on the required information through the method of the project (like the neck of the hourglass), and then expands in the form of discussion and results.

The major steps in conducting research are:

- Motivation and purpose for research
- Identification of research problem
- Literature review
- Determination of specific research questions
- Specification of a conceptual framework — Usually a set of hypotheses, Trochim (2006)
- Choice of a methodology (for data collection)
- Data collection
- Analysis and interpretation of the data
- Reporting and evaluation of research
- Communication of the research findings and possibly recommendations

The steps generally represent the overall process; however they should be viewed as an ever-changing iterative process rather than a fixed set of steps. Most researches begin with a general statement of the problem, or rather, the purpose of the study. Research problem should be defined in a clear manner without any ambiguity. Research problem is not a business problem, but actually an unknown part of business problem. A literature review is an in-depth evaluation of previous research. It is a summary of researches

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh. Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

and it expands upon the reasons behind choosing a particular research question.

Shields and Rangarajan (2013), and Granello (2001) suggest the steps of doing a literature review with Benjamin Bloom's revised taxonomy (Remembering, Understanding, Applying, Analysing, Evaluating and Creating). It consists of different tasks such as recognition, retrieval and recollection of the relevant literature. It allows the scholar to develop framework for analysis, improves understanding on theories and methodology.

The literature review identifies flaws or holes in previous research that provides justification for the study. Often, a literature review is conducted in a given subject area before a research question is identified. A gap in the current literature, as identified by a researcher, then engenders a research question. The research question may be parallel to the hypothesis. The hypothesis is the supposition to be tested. The researcher(s) collects data to test the hypothesis. The researcher(s) then analyses and interprets the data via a variety of statistical methods, engaging in what is known as Empirical research. The results of the data analysis in confirming or failing to reject the Null hypothesis are then reported and evaluated. At the end, the researcher may discuss avenues for further research.

Rudolph Rummel says, "... no researcher should accept any one or two tests as definitive. It is only when a range of tests are consistent over many kinds of data, researchers, and methods, can one have confidence in the results."

Role of a Ph.D. Guide

Let us now examine the role to be played by a guide in the research journey. The guide has to **push** the research scholar to perform. In the whole process, the guide also gets pushed by the candidate. The objective of the scholar is to complete the research work and get the Ph.D. degree at the earliest. Guide should not get pressurised by the scholar. Guide gets involved at different stages.

- The guide has to suggest names for the formation of a DC (Doctoral Committee). Depending on the topic of research, he has to identify the members who have relevant interests and experience in research since the team needs to guide the scholar. It is a lengthy process. The members have to agree to be a part of a DC. Many times, lot of difficulties are experienced by the guide to form a committee of appropriate members.
- To organise a DC meeting, lot of co-ordination is required. To get the common dates and time is a challenge. Sometimes, there is lot of delay due to the non-availability of DC members.
- Design, formulate and prescribe course activity for six months duration, in consultation with the Doctoral Committee to equip sufficiently for relevant research preparation.
- Provide research guidance and supervision in respect of all components of the specified Ph.D. course of study, including (but not limited to) course work, research work and the dissertation.
- Conduct and monitor the prescribed course activity and report its progress to the Centre for Research.
- Suggest and guide the research scholar for participation in conferences, seminars and other colloquiums of relevance and for paper presentations.
- Regularly follow up and monitor the progress made on the research in consonance with the study plan and for this purpose, call for periodic meetings/discussions with the scholar, either in person or through net/media in such frequency as may be needed,

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

but not less than one personal meeting at the University campus every six months. The research guides located outside India may have such personal meeting at least twice a year, one per semester, to provide block consultation of not less than one week's duration.

- Enable / connect the Ph.D. student to active research groups or networks of relevance within the accessible contacts of the Research Guide, for research enhancement.
- Suggest modifications / changes, if any, required in the scope of the research study warranted by external factors to make the study meaningful and relevant.
- Provide a quarterly progress report to the Centre for Research in the prescribed format for its review and feedback.
- Make valid recommendations of the study to the doctoral evaluation committee in accordance with the specific requirements as may be stipulated.
- Consult, cooperate and collaborate with the Centre for Research in best possible manner to ensure quality compliance with reference to its objectives in general and the Ph.D. study program in particular.
- Research is never complete. There is always scope for further research, so the challenge is when to stop and allow the scholar to present the thesis.

In general, the Research Guide has the primary academic responsibility for the organisation and the implementation of the Ph.D. study program as specified by the Board of Studies of the Centre for Research, and to ensure that the Ph.D. scholar acquires the desired skill and competence for effective conclusion of the research embarked on.

Pleasures of guiding Research Scholars

- A guide is provided with lot of opportunities to learn and update his knowledge in various domain areas by interacting with scholars. By listening and participating in the research process, a research guide gets empowered with knowledge on emerging trends in research process such as usage of latest analytical tools and techniques.
- The dream of research guide can be achieved through a research scholar with collaborative research work. Research guides are getting more opportunities to attend premium conferences and publish more articles in reputed journals by collaborating with research scholars. Research guides can publish more articles than other individual academicians, who have not provided research guideship.
- They are entitled to become Doctoral Committee (DC) members for various research committees in colleges and universities. Research guides get an opportunity to interact with other guides and research scholars in DC meetings. It offers a platform for the process of learning and sharing.
- They are offered with the additional benefit of participating in funded research by inducting Ph.D. scholars as co-investigators. Project proposals equipped with dynamic co-investigators are preferred by funding agencies rather than a lone principal investigator.
- They get an opportunity of creating good researchers for the future growth of domain area. Scholars who have associated with efficient guides tend to achieve greater heights in the specialised field.
- Last but not the least, the award of Ph.D. degree to the research scholar and

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

the recognition of research work gives maximum happiness to the guide.

Pains

- A big challenge faced by the guide is to avoid plagiarism by the scholar. Merriam Webster Dictionary defines plagiarism as an act of using another person's words or ideas without giving credit to that person (the act of plagiarising something). Scholars who copy the published work of others and claiming the information as their own are considered to be unethical persons in terms of academic code of conduct. Scholars who think about fear of failure and / or have a casual / lazy approach may tend to commit this mistake. It is considered to be cheating, and guides who fail to notice and report this cheating may have to face enquiry and penalties. Guides have to educate scholars on plagiarism and equip them to follow ethics. A guide feels the pains when the research scholar does not apply his mind, but blindly copies from work done by others to get the credit.

- Complete or partial outsourcing of research work violates the declaration norms of Ph.D. scholar. They can seek the help of experts in the process of learning. Majority of scholars prefer to outsource entire statistical analysis part to statisticians. Knowledge on choosing an appropriate test is mandatory for a research scholar. Scholars who have failed to learn statistical parts, cannot justify the fulfillment of research. Ignorance of the research scholar on the knowledge part of statistical analysis, and making false claims by the research scholar will impact the image of research guide.

- Knowledge of theory and concept is vital for a researcher, and absence of the same may be a limitation for the research work. Without understanding theory and concept, researcher cannot develop hypothesis and apply the learnings in life. Absence of knowledge on literature review may prevent a scholar to understand the views and progress of research. Identifying a research gap, a difficult task has to be overcome by a scholar. A scholar without clarity on research may add burden to the research guide.

Dr. Kalpana, a Ph.D. Guide, captures her experience of a guide, when she says:

"The system of guideship is conceptualised into the traditional Guru Sishya Parampara. It's a one-on-one relationship. Yes, there are the pain and aches, some pleasant ones, some of course irritable. Telling them they are studying their 25th Grade, delving maturity when they identify themselves as school goers, fretting and fuming like it's long since they have had a fruitful weekend or holiday, listening to it!!!!

Making them realise they have to extend their vocabulary and help them recognise the synonym of vaguer terms like hegemony, ontological, etc. Accepting the rain of good ideas along with their excitement and curtailing it. Coping with their mental anguish during their course work examinations, taking the fritters of statistical agonies. Motivating them through their publications, especially when they feel ironical about it. The perception of having to create synergy with non-research talks now and then. Adjusting to their degrees of impostor syndromes now and then. When you need to keep repeating 357 times how far you are from your dissertation, especially when they are at the fag-end. Telling them you got to know them. Adjusting to the Plagiarisms. Getting them through their DC meetings, Comprehensive Viva and finally acknowledging their synopsis Viva. Of course it's a pleasure pain principle".

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Suggestions to develop research

Developed countries occupy a top slot in social science research and publication, when compared to developing countries. Lacunae with developing countries is the lesser sharing of research and absence of quality industrial and institute interactions. These two aspects can very well extend the scope of the research by way of value addition. Problems of industry should be addressed to academic community, and academia should contribute to finding solutions for these through research. The reverse is also equally relevant.

However, lesser availability of time for academicians, lesser allocation of funds for research, limited availability of infrastructure facilities, and lack of motivation from universities/ government have been cited as challenges for researchers in developing countries. At times plagiarism and violation of research ethics are attempted, which undermine the very essence of research.

Research organisations should revamp the style of functioning by mobilising all researchers under one roof. Experts from other countries should be invited to address research community. Progress in research should be achieved by motivating them to share their ideas, with requisite support from government and corporates. Highly rated researches should be recognised and motivated through recognition and incentives. Allocation of budgets should be arrived in a scientific manner. Research institutes should be established for various domains and researchers should be trained effectively.

Conclusion

The road to achieve the success is very clear and nearby. Team coordination is required among all members of research community to achieve the success. Growth of research will improve the productivity of country and find solutions to unsolved problems being faced by the country.

References

Martyn, Shuttleworth, (2008). "Definition of Research". Explorable. Explorable.com. Retrieved 14 August 2011.

Creswell, J.W. (2008). Educational research: Planning, conducting, and evaluating quantitative and qualitative research (3rd). Upper Saddle River, NJ: Prentice Hall. 2008 ISBN 0-13-613550-1, pp. 8 - 9

Merriam Webster (m-w.com). Encyclopædia Britannica. Retrieved 13 August 2011.

Trochim, W.M.K, (2006). Research Methods Knowledge Base.

Shields, Patricia and Rangarjan, Nandhini, 2013. A Playbook for Research Methods: Integrating conceptual frameworks and project management. Stillwater, OK: New Forums Press. pp. 193 -229, ISBN 1-58107-247-3 www.wbs.ac.za/download.php?data_id=367

Granello, D. H. 2001. "Promoting cognitive complexity in graduate written work: Using Bloom's taxonomy as a pedagogical tool to improve Literature Reviews." Counsellor Education and Supervision 40, pp. 292 - 307

http://hawaii.edu/powerkills/PK.APPEN1.1.HTM

h ttp://wpacouncil.org/positions/WPAplagiarism.pdf

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

BEING A RESEARCH GUIDE

Prof. VASANTHI SRINIVASAN

About the Author

Prof.Vasanthi Srinivasan is an Associate Professor in the area of Organisational Behaviour and Human Resources Management and is the Chairperson, Alumni Relations at the Indian Institute of Management, Bangalore. She was the ICCR Chair Professor of Corporate Responsibility and Governance at the HHL School of Management, Leipzig, Germany in 2012-2013. She holds a Post Graduate Diploma in Personnel Management and Industrial Relations from XLRI, Jamshedpur, and a Fellow in Management (Ph.D. equivalent) from the Indian Institute of Management, Bangalore. Her areas of interest are women in management and Boards, generational diversity, HRM in rapid growth organisations, and ethics and HRM in healthcare in India.

She is currently on the Advisory board of the NHRD Network, Bangalore Chapter; a member of the India Leadership Team of Globethics.net, and is also on the Board of Directors of "Enable India", "Svaraj" and "Fourth Wave Foundation". She runs a website www.teachcsr.com, which is intended to enable faculty in business schools to mainstream teaching corporate responsibility.

One of my doctoral students was giving a speech at her pre-graduation dinner. I was supervising her thesis. While thanking me, she spoke about how I gave her adequate time and space during the literature review and research problem identification stage, but during her research design, data collection and data analysis phases, I had tightened my supervision. She felt that had I not done such a close scrutiny of her thesis at that stage, it would have been difficult for her to complete her doctoral work. It is not often that as a research guide you get feedback on what you did right or wrong. Most of us learn to become effective through a process of trial and error. I was reflecting on this episode, when Prabhakar, Guest Editor of this issue, asked me to share my thoughts on what it means to be a research guide and what is it that research students need to acquire as skills and capabilities.

This article has two sections. In the first section, I draw on my experience of being on dissertation committees as internal and external supervisor and present my insights. In the second section, I present the capabilities that I think research students will need to acquire to do meaningful research. This is a purely reflective piece intended to synthesise my key learnings.

On being a Research Supervisor

Learning 1: No two research students are alike.

While this statement might be applicable to all human relationships, it is of particular significance as a Ph.D. guide. Most of us spend 3-5 years with the student. Therefore, the requirements of time, effort and stamina needed to persist with the program, both on the part of the student and the faculty is high. While one student

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

wants to be left alone with only periodic meetings, another will want formal meetings on a weekly basis. While one student enjoys the process of discovery and would like to engage in discussions, another believes that learning is through writing only and will send a 20 page document for review. As guides, each of us has our own propensity for engaging with abstraction and translating the same to the student. Therefore, adapting your style to suit the requirement of the student is a key aspect of being a research guide.

Learning 2: The research problem identification process is about aligning student motivation, capability and an under researched aspect of a topic.

One of the key roles of a supervisor is to help the student scope the topic. When students are searching for a research topic, the freedom available to them is high, but it is often a frustrating and time consuming process. In most research communities, there are some questions which are "in the air" (Booth, Colomb and Williams, 2008). For e.g., in the field of HRM, the linkage between HRM and organisational performance has fascinated several researchers. The topic is relevant, has multiple perspectives, as well as having a range of variables that impact both HRM and Organisational Performance. These big questions then lead a researcher to investigate further and identify a small but significant problem. Given the limitations a student has during a Ph.D. program, ensuring that the student is able to make a significant contribution to the field is the role of faculty advisor. A student who is passionate about the topic will identify a complex model and want to study all the variables. This is the most difficult stage, since the supervisor makes a judgement call on the scope and these discussions are conflict ridden. The role of the supervisor here is not just to explain the complexity, but also reassure the student that their contribution to theory and practice will be substantive, even after the topic is narrowed in scope. At the same time, there is also an assessment that is being made on the ability and motivation level of the student. Several times, one needs to remind the student that *research is a life-long journey, while the Ph.D. has a time frame for completion.*

Learning 3: Be willing to be surprised.

As a guide, I am often pleasantly surprised. While one student does a brilliant job of doing the literature review and building the logic of the study, another is able to glean insights through rich data. The research journey is about discovery; this can happen at different stages of the research process for different students. There is a stage in the guiding process where the student knows more than the guide on his/her research topic. The role of the guide at this stage is to just enable the process and remove the obstacles that are likely to come in the way of completing the thesis.

Learning 4: Ask yourself "What is my role in this thesis?"

You are bound to find yourself playing roles that you never thought of. The role of a guide can range from being a counsellor, critic, life coach, disciplinarian, mentor, an expert or a friend. A good research advisor — Ph.D. candidate relationship deepens over time and in several contexts, you are likely to be known by the work of your students. In Germany, one is often asked "Who is your Doktorvater?" Doktorvater means "Doctoral father" and that, in some sense, sums up the role of a doctoral advisor. Being a research supervisor is not a one way street. With every student, I have acquired capability in a new area, understood a new sector, explored a phenomenon which I was not aware of, and above all, learnt patience and tolerance.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

On being a Ph.D. student

Ph.D. is a long haul journey. Students need to come in to the program with this mindset. There are no exams, quizzes or grades to provide cues on how you are performing on the program. Therefore, a Ph.D. candidate has to possess certain attributes: self-management, perseverance, enjoy the process of writing, and finally, demonstrate academic integrity. He / She needs to know how to manage time, how to set and work with deadlines, when and how to engage with supervisor and the committee, and also ensure that the administrative office is informed of the progress. While this sounds simple, many students find it most difficult to manage themselves. Often, they slip up during the phase of the research proposal since this is a period of intense activity.

Perseverance is another key quality of a Ph.D. student. I know of students who had identified a research problem and then, a recent issue of a leading journal carried an article reporting findings on exactly the same problem. The student had to go back to the drawing board again. It appears that you have lost 6-9 months of your life, but you need to go on. Similarly, students in the late stage who send papers for publication receive rejections. The ability to persevere in the face of failure and rejection is an important aspect of doing research.

The student should enjoy writing. The skills of writing will get honed during the Ph.D. program. However, every piece of writing is a conversation between the writer and the reader. In the case of Ph.D. students, it is a conversation with members of a community. Every researcher is embedded in a research context with its own nuances, knowledge and conversations. In this context, scholars need to know the world views of other "significant members", the dominant discourses in the field and the gaps that exist. Therefore, the writing process is about engaging, stimulating and encouraging conversations within the community.

Finally, the most important aspect of being an effective Ph.D. student is demonstrating the highest standards of professional and academic integrity. Ph.D. students are in the space of engaging with ideas. Therefore, respecting others ideas and giving due credit to those ideas is an important aspect of doing research. The process of doing research is a social activity within a community of scholars. There are some "Thou Shalt Not" for Ph.D. students – do not plagiarise or claim credit for the work of others; do not cook up or misrepresent data/results; do not use data which is inaccurate or that you don't trust; do not distort opposing views; do not conceal data, sources or objections (Booth, Colomb and Williams, 2008).

Conclusion

The research process is a phase of discovery for the advisor and the student. The student acquires deep knowledge in a domain, expertise to conduct research in the future, and makes a contribution to the body of knowledge that exists in the field. The supervisor, on the other hand, gains insights on the domain, shapes the mind of the next generation of researchers, and consolidates the body of knowledge for the future. There is a symbiotic relationship between the researcher and the guide, and if both recognise this, the research process can be fulfilling for both.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

AN ODYSSEY INTO THE WONDERLAND OF RESEARCH

Dr. RAJESHWARI NARENDRAN

About the Author

Dr. Rajeshwari Narendran, M.B.A., has a Ph.D. in Management and is an Andrew Towl Scholar- Harvard Business School, Boston, USA and FDP IIM, Ahmedabad. She is currently Director, Academy of Human Resources Development, Ahmedabad; Professor HR/OB, M L Sukhadia University, Udaipur; and Visiting Professor at IIM, Udaipur, IIM, Ahmedabad and many Universities across the globe.

Her work for emancipation of rural and tribal women and Make a Difference (MAD) initiative for rural and youth development have been greatly appreciated by Government of Rajasthan, India. Rajeshwari is a popular trainer/HRD Consultant to many reputed organisations and has so far trained 50,000 plus aspirants in India and abroad.

She is a recipient of several National and International awards- ISTD National Fellow; Vivekananda National Award for Excellence in HRD and Training 2009; International Case Research Fellowship, 2011 from SGBED, USA; Maharana Raj Singh Award and Ambassador of Goodwill, GSE, California, NEBAA, USA; International Best Paper Award on HRD Practices; Samarpan Award for excellence in empowering women.

She has over 140 Research Publication / Articles including a Book titled "Innovative Best Practices in HRD and Training: Award Winning Case Studies".

She is currently the Board member of NHRDN, and member of Developing Countries Concern Committee. She was earlier the National President of ISTD and a Board Member of IFTDO (2013-14). She has represented in UN and is working on Global Policy for Diversity and Women Empowerment.

"As a child I loved to know everything I came across, wanted to touch, feel, understand, open and play, wanted to wander fearless in the dark of unaware to know all by myself…but elders around me called parents and teachers have shut those doors and windows of my mind by compelling their understanding on me…still I want to explore…"

Well!! The journey of research begins with child like curiosity and the progresses with perseverance and urge for doing new things, destinations are just the milestones and every milestone leads to a new beginning. As a Ph.D. scholar when I began research, my focus was to accomplish yet another academic course, with a mystery to me as to why research was seen as a sacred higher education degree. But as I started exploring, it slowly grew as a passion and a never ending journey of happy, rewarding and thrilling experience and helped me solve the mystery.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

The challenge of research in area of HR is it getting tagged as generalist research with obvious outcomes,with the researcher getting nothing much in an academic sense except few publications and kudos from few fellow academicians, unlike pure science researches. However, the value generation through human resource research in contributing to the transformation in human endeavour and application orientation creates a huge opportunity for a sustainable impact on organisations as well as all resources related directly or indirectly, thus making the research one of the most rewarding and satisfying activity.

Such paths were never easy as the University systems often are not ready to accept even the title where the scholar would like to explore something new and emerging. One has to be extremely careful in bringing the thought into the rigid regime and be like flowing water moving with and sometimes ahead of time.

While doing my own doctoral thesis on HRD in 1992-1997, manual tabulations, spreadsheets and statistical analysis were slowly getting replaced by computer based languages and software. However, with IT boom, the research became extremely competitive, exciting and many statistical complications became easy to handle. New techniques started developing more complex research operational frameworks, and sophisticated tools for behavioural measurements made it all the more experimental and adventurous with new thoughts like Meta data, HR Analytics, etc. The function of HR is witnessing mega changes due to research applications and implications, while core HR is marching towards strategic business partnership and leadership roles.

Being a Ph.D. Supervisor in the University at a very young age and experience has come as a great learning. My role in AHRD as a Director has also helped me get involved in its flagship fellow program. All the research scholars from industry and academia have added a humongous value to my own very limited knowledge.

Each time it was like walking towards an unknown path together with the scholar and discovering some very interesting findings. It was more exciting when some of the subjects were being dealt for the first time in India, and some probably way ahead of time like — Acceptance of women trainers in Indian corporate world, Total quality people matrix in late nineties. Psycho-emotional analysis of Talent and their retention, Organisational Citizenship Behaviour, Behavioural Kaizen, Work Life Balance, Women Leadership Paradigms in the beginning of year 2000, Psychometric analysis of Persuasion as a NLP technique, Industry Academia Interface and its impact analysis, Is PMS becoming redundant, Corporate Education, Passion and Performance dynamics, etc....to quote a few.

I would like to share my experience of being a doctoral supervisor in the form of few Commandments:

- **Each one is Unique:** While starting the research journey, it is always better to understand that one should not compare the doctoral scholars, as each one of them are special and unique in their own way. This attitude development is like Zen thought which brings a lot of peace and allows us to see good in each of the scholar helping build the core strength.
- **Developing Confidence:** Once the supervisor understands the expectations, aspirations and objectives of the scholar for doing the doctoral work, it's easy to set the targets and code of work along with the scholar right in the beginning. This helps in mutual understanding and builds a

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

strong bond as it leads to openness and broadens the arena in Johari window.

- **Time lines definitions:** It's a very important exercise to define time lines in writing with mutual agreement between the scholar and the supervisor, as this helps to remain in dedication and discipline, as well as it demands commitment from both the ends like a KRA and MBO.
- **Exploring subjects is like a tedious journey of conceptual mothering:** There are sure moments of despair and frustrations in the scholar, as doctoral work is very draining and tedious, until one hits the right title and conceptual /operational definitions in a structured way. This is the time I term as mothering and nurturing the scholar, and the concept building requiring strong hand holding.
- **Motivation and morale boosting:** Scholars have specific needs of motivation and morale boosting, as the research work takes over their personal and professional commitments. Here the role of a supervisor becomes even more important when scholars feel pressures from family, particularly in case of a female.
- **The Eureka Moment:** When the research study starts taking shape, the 'eureka' moment is hit and the scholar also hits a comfort zone and sometimes over confidence strikes. It's the role of the supervisor to keep the spirit high and yet keep the researcher grounded and focused.
- **Publication, Plagiarism and ethical issues:** It's the utmost sensitive point especially when the researcher is required to publish the work in research based journals. Many times the issues of using the name of the guide is ritual, whereas it is important for the supervisor to be very clear on the terms of contribution as author with the scholar to avoid any unnecessary plagiarism and ethical issues.
- **Attachment and detachment:** Life beyond the completion of research is always a great moment. I strongly recommend that be attached with the researcher as a good human value proposition, but detach yourself with the onwards journey of the scholar as an independent researcher. Help the researcher to become an expert himself/herself and take the strides in progressive leaps.

I would like to profusely thank my gurus who have enlightened my path and infused researching temperament in me, where I still feel a tiny little droplet in the ocean of knowledge and pray that this life-long journey grows in its mysterious beauty and keeps the spirit of knowledge creation high.

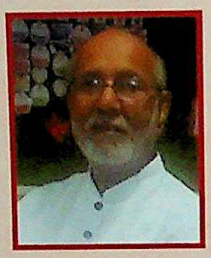
CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

ODYSSEY TO LEADERSHIP: MANTRAS TO LEAD

Dr. PRITAM SINGH and Dr. ASHA BHANDARKER

About the Authors



An inspiring role model, **Dr. Pritam Singh** has spent his entire life tirelessly doing what he does best: awakening students, academia, corporate heads and policy makers to raise their excellence to the next level. As the chairman and member of several policy-making committees and bodies of Government of India, he has stamped his perspective on policy issues that surround both management education and corporate management in India. He sits currently on the Board of ten reputed private and public sector organisations helping them initiate the change process and charter a winning corporate strategy. As a consultant, Dr Pritam Singh has done work with more than 200 CEOs in India and abroad and conducted more than 100 retreats for the top management of both private and public sector organisations as well as multi-national corporations. He has had the distinction of organising and directing the first retreat of the Central Ministers as part of Late Shri Rajiv Gandhi's initiative to develop Ministers as Transformational Leaders and Change masters.

As an academic administrator, Dr. Pritam Singh has an unparalleled record. With his entrepreneurial vision and path breaking innovative methods, he was instrumental in turning around the fortunes of both MDI (where he was Director 1994-1998 and 2003-2006) and IIM, Lucknow (1998-2003). He also made significant contributions in reorienting the focus of Administrative Staff College of India and Indian Institute of Management, Bangalore where he worked as Dean and Senior Professor. He steered IMI for a period of three years until October 2014 and during this period IMI improved tremendously in reputation and ranking.

A thought leader with extraordinary insight, Dr. Singh is the author of seven academically reputed books, three of which are award winning. He has also published over 60 research papers in various national and international journals. He is a globally sought after speaker and has addressed various Indian and global audiences including Chambers of Commerce in various countries, notably Holland, France, Germany, Greece, Russia, UK, USA, Thailand, Mauritius and Egypt.

Dr. Singh has been the member and the Chairman of some of the important Government Committees, and Selection Boards & Search Committees to identify resources for critical positions like Directors in Banks & PSUs, and Vice Chancellors.

His distinguished services were acknowledged by the country when the President of India conferred on him the prestigious '**Padma Shri**' in 2003. It was for the first time that any Professor and a serving Director in India received this coveted award in the field of Management Education. He is a recipient of several prestigious awards conferred on him by institutions of repute in India and abroad.

Dr. Singh has a M.Com (Gold Medalist) and Ph.D. in Management from BHU, D.Lit. from U.P. Technical University and Fulbright Fellow Kelley School of Management, Bloomington, Indiana, USA.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Dr. Asha Bhandarker is a distinguished Professor of Organisation Behaviour at International Management Institute (IMI), New Delhi. She has a M.A. in Psychology and Ph.D. in Business Administration from Osmania University, Hyderabad. She has also acquired Advanced Behavioural Science Training from leading centres like NTL in USA, Tavistock Institute in London, and Centre for Transpersonal Psychology, London.

She is well-known in the field of HR and Leadership studies in India as a scholar, consultant and researcher. Prior to her current assignment at IMI, she was the Raman Munjal Chair Professor of Leadership Studies as well as Dean, Research and Consulting at MDI, Gurgaon. Dr. Bhandarker has also had stints as faculty at Administrative Staff College of India, Hyderabad, and the Institute of Public Enterprise in Hyderabad.

She has been actively teaching, training, researching as well as consulting in the corporate world for the last 30 years including countries like USA, Italy, France, Egypt, Mauritius, and Sri Lanka. She has worked closely with the corporate sector for decades, public, cooperative as well as private. She has the distinction of being one of the very few professors invited on many Board level HR committees and working with top management teams of many organisations on issues of Culture Building, Leadership Development and Organisational Vision Building.

Dr. Bhandarker is actively associated with professional bodies and has addressed participants of national and international conferences organised by NHRDN, CII, ISTD, IFTDO, NIPM and AIMA.

She has had the honour of being awarded the highly coveted Senior Fulbright Fellowship for research in USA, where she studied the best business schools and their practices and pedagogies. She has published seven books and 40 research papers in peer reviewed, national and international journals.

There has been a relentless quest among human beings to find the essential characteristics of a great leader. Bhishma's views in the *Mahabharata*, Plato's treatise on the State, and Machiavelli's thesis on "The Prince" have dwelt on the leadership issue. The age-old fascination with leadership continues even today! A recent review (1) identified around 7,000 books, articles and presentations on the topic. A scan of the proquest database 95-97 revealed 2,000 hits on leadership theme. A number of thinkers and researchers (2) have engaged themselves in exploring the leadership phenomenon and have made significant contributions to our understanding over the last many decades. It is an accepted fact that leadership plays a crucial role in shaping and building the destiny of nations, organisations and institutions. It is also a reality that society celebrates good leaders and to be recognised and known as a good leader is a matter of great honour and pride for people in every walk of life. It is in this perspective that we took up the leadership phenomenon for further study and analysis.

The paper is titled "*Odyssey to leadership: Mantras to Lead*", because the leadership journey of a person begins with an inner journey of self transformation in response to the challenges and demands of the leadership role. The paper dwells on the

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

key mantras, both for the inner as well as the outward leadership journey, which can help leaders successfully navigate many of the pitfalls encountered on the way.

There are many examples of leaders who have made a difference in the lives of millions around the world. Deng XioPeng shaped the transformation of the Chinese economy, as did Margaret Thatcher for Britain and Mahatir Mohammed for Malaysia. De Gaulle played an important role in the destiny of France, as Gandhi did for India and Mandela for South Africa. Similarly, Martin Luther King raised the consciousness of white Americans towards the non-whites. In the corporate world, leaders like Percy Barnevik, Aditya V.Birla, Bill Gates, Lou Gerstner, Andy Grove, John Harvey, Soichiro Honda, Lee Iacocca, Konosuke Matsushita, Akio Morita, J.R.D. Tata, and Jack Welch have given unique vision and positioning to their organisations.

Today, it is an accepted reality, that the leader is the life giving force to nations and organisations. However, it is a fact that for every great leader who succeeded, there are scores of lesser leaders who have failed. It has been found that the leadership failure rate in corporate America is 50-670% (3). The situation in other countries may not be very different. It is no wonder, therefore, that as we enter the 21st Century, the leadership issue continues to be of paramount importance in dealing with the paradigm shifts and in handling the tempestuous challenges facing the corporate world. During our transactions with corporate people in India, we found to our dismay that they could not easily come up with names of five great contemporary Indian leaders.

The current crisis of political leadership tainted with scams, the problems of poor corporate governance, the crisis of leadership in the bureaucracy, only indicate the seriousness of the situation and highlights the need to address this issue. The debate continues, regarding what makes a person a great leader: Is it academic qualification or academic pedigree? Is it the family background? Is it power position? Or, is it the personality?

Our experience as consultants and facilitators have led us to believe that the above factors play only a marginal role in shaping a great leader. If indeed these were the key factors in shaping great leaders, then there would have been more of them around, than available today. Based on observation, research and extensive interaction with leaders, we have concluded that the strength to emerge as a leader comes from within. Those who challenge, trigger and channelise this internal energy are the ones who emerge as great leaders. The dilemma regarding the appropriate course of action grips many a corporate warrior and paralyses his decision making and actions. Corporate role holders are today caught between the desire to be safe & remain a status quoist and the urge to forge a new path & face the consequences. At such times of mental flux, the leader experiences powerlessness, not knowing where and how to anchor his decision making. The classic example of such a perplexity and duality of mind is that of Arjuna, on the battlefield of Kurukshetra, when both the armies were face to face, ready for war. His point of view, quoted below, clearly indicates his dilemma:

Verse 28: *"Possessed by extreme compassion, spoke this in grief: Seeing these my Kinsmen O Krishna, gathered, eager to fight.*

Verse 29: *My limbs fail and my mouth is parched, my body quires and my hair stands on end.*

Verse 30: *Gandiva (the bow) slips from my hand and even my skin burns all over, I am unable to stand and my mind seems to whirl" (4).*

He sought the guidance of Parthasarathi, his divine charioteer, regarding the

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

appropriate course of action. The counsel that was given by Parthasarathi helped Arjuna overcome his helplessness and triggered him to take action with a renewed sense of purpose. Many corporate warriors are suffering from Arjuna's syndrome on the corporate battlefield. This paper examines the sources of leadership energy, with a view to enabling corporate managers to transcend the Arjuna syndrome on the battlefield. It also highlights what individuals and institutions can do to promote great leaders.

The sources of leadership energy have been conceptually grouped into five broad categories.

1. Himalayan Vision and Purpose

2. Managing Self

3. Evolving Self

4. Contribution Focus

5. Striving for Immortality

The leader's contribution is linked with his ability to continuously inspire himself and others, as well as recharge and trigger his psychic energy. The leader does this by focusing on the five *mantras* which give magical power to him. *Mantras* in the Indian way of life are considered to be the divine power giving force if used appropriately. Conceptually speaking, the *mantras* are closely interlinked with each other. However, we have dealt with them separately to focus sharply on their unique nuances.

Himalayan Vision and Purpose: There is no engine driving an organisation towards excellence and long range success more powerful than an attractive, worthwhile and achievable purpose and vision for the future, shared widely (5). Purpose is the perennial source of energy for leadership. The most vital and powerful energy flows out of this. IBM chief, Lou Gerstner's vision statement for IBM 'to lead big companies into the brave new networked world' (6), Bill Gates' vision for Microsoft 'to transform how people everywhere tap information' (7), are classic examples of vision and purpose in today's world. Andy Grove's Intel Corporation aims to be the visionary leader of the entire computer industry (8). Such statements of vision and purpose help to excite, elicit and channelise the flow of collective energy. When purpose is lost, the flow of energy ceases. Without purpose, we all perish, says the Bible. Great avatars like Rama and Krishna went into oblivion once their divine purpose was completed, although they lived much beyond their achievement of the same divine purpose. Rama ceased to exist as an avatar to be remembered, once Ravana was conquered. Same is the case with Krishna, whose height of glory ended with the establishment of Dharma in Hastinapur. Thus, once their purpose was achieved, they became ordinary mortals.

It is interesting that this did not happen in the lives of Jesus Christ and Mahatma Gandhi, since their purpose continued until they died. Coming down to the mundane level, in our own lives, we experience abundance of energy at the time of marriage or other important events. This flow of energy ceases the moment the purpose is achieved. Winston Churchill, the great war-time hero lost his aura as a peace-time prime minister, since he was unable to set a clear vision and direction powerful enough to enthuse British people to move together. The major lesson to draw out of these examples is that leaders should continuously create new vision and purpose, a second curve, before the curve of the first purpose begins to decline. Lou Gerstner's (9) statement to his employees in an annual worldwide speech in January is an example of how purpose evolves: "There is no place to hide in 1997. This is the year of reckoning for all of us. 1994 was the year we proved we could survive, '95 was the year we stabilised, '96 was the year we showed we could grow, '97 is going to be the year we have to show we can lead".

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

This is a constant challenge before leaders in order that they continuously give and get energy, and perform effectively. The importance of vision and purpose lies in the fact that they generate meaning, help carve out the goal, provide direction, and create a road map to move. Sony's vision to be as well-known as any other company within fifty years: to become a company most known for changing the worldwide image of poor quality of Japanese goods; to be the first Japanese company to go into the U.S. market and distribute directly; to create products that become pervasive around the world; and beat U.S. companies in innovations, created a new purpose among its people. It provided a new direction to people and triggered their thought and action for the new march. Purpose not only gives energy to the leader, it also provides a rallying point around which others willingly consent to move with the leader towards the goal. Purpose helps generate energy among the people. It helps trigger the imagination, makes them see meaning in being part of something great. To influence people and trigger them, the leader's purpose should become the people's purpose. Great purpose creates many helpers e.g. Madan Mohan Malviya could, without adequate money, establish the Banaras Hindu University, through donations from many benefactors.

The leader must tirelessly repeat the purpose to the people, and touch their imagination so that the purpose reverberates in their minds and hearts. Lou Gerstner's impassioned expression on purpose (cited earlier) is powerful enough to stir the people out of any slackness. In an interview for *Fortune* magazine, Jack Welch (Chairman of GE) described the qualities to look for in a leader as: "somebody who can articulate a vision... (with) enormous energy and the incredible ability to energise others. If you can't energise others, you can't be a leader" (10). Describing his job, Welch said "My job is to keep asking (the business chiefs) what their businesses are going to look like in 1995 and 2000" (11). In the Indian context, S.N. Jain repeatedly asked his people the question (at NFL). "If the plants are built to operate at 100% capacity, why should we operate them at 75%? (12). This was his way of reminding people that the company must aim for 100% capacity utilisation".

The cause being espoused by the leader, must be conveyed through a credible story which people can relate with and own. The message must be conveyed in a manner which is at once unique and catchy. It is fascinating to see how great leaders have been great communicators, conveying their message, simply and uniquely. Jan Carlzon, CEO, SAS Airlines, (13) gave the term 'moments of truth' to describe those crucial times of customer company contact at key points during a passenger's trip, where he can be won over. He also gave the slogan of purpose — 'One of five in 95'. Jack Welch, Chairman, GE, gave the slogan of the 'boundaryless' organisation (14), 'building bridges and breaking walls', and 'integrated diversity' (15). Gardner (16) emphasised the importance of a tie with the audience, (i.e. relating with the people) and a story to convey (a particular view, a clear vision of life) for effective leadership.

The third factor is the skill and style of conveying the message. The key to the success of vision and differentiating it from the dream is the effective communication at every level, says Busch, the CEO of Anheuser-Busch (17). Great leaders thus demonstrate enormous capability to communicate the grand vision into smaller goals with clear road map without losing sense of the larger purpose and bigger picture. They convert big vision into distinctive smaller mile-stones enabling common people to comprehend the great vision, the road map, and the milestones and the integrating forces among them. These are the factors that attract people to the purpose. People move with the vision and purpose because it is exciting to be a

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

part of something big. It creates meaning and charges people to channelise their energies.

People would be willing to go to any extent to make sacrifice for the achievement of the great purpose. The higher the purpose, the greater would be the willingness to transcend narrow self-interest. The most exciting example is of the Dandi March launched by Gandhi where thousands of people willingly sacrificed their lives for the cause of freedom. World over, the noble purpose has galvanised people to do extraordinary things. Political renaissance and revolutions world-wide are replete with such examples from China, Russia, France and South Africa.

Talking about the purpose and vision, Winston Churchill once said, "It is no use saying we are doing our best; you have to succeed in doing what is necessary". According to Nanus "When it comes to leading an organisation, there is nothing so necessary as the widely shared vision and purpose" (18). The success of Bill Clinton in winning presidential elections of 1992 is linked to his giving a new purpose and vision – "New Democratic agenda" to American citizens. In the corporate world when corporate leaders like Jan Carlson and Percy Barnevik gave the cause and purpose, people rallied around and followed them.

No vision and purpose can be everlasting, and therefore, leaders must renew them periodically. GE under Jack Welch is a classic case of a company which keeps renewing the purpose and reinventing itself. In the Indian context, when operating in the license-quota raj, Aditya Birla gave the vision of transforming the A.V. Birla group into a multinational company, 28 years ago. In contrast, other Indian organisations were busy criticising the scenario, rather than expanding their horizons. Today, the A.V.B. group is the only Indian M.N.C. having a significant presence in countries like Thailand, Malaysia, Indonesia and Egypt. Absence of purpose reduces the leader into a very ordinary and self-serving mortal. Energy gets dissipated, direction is not clear and actions taken are short-term focused. A leader without a purpose, inspires neither self, nor others for action. He has few followers. Absence of purpose marks the beginning of the decline of any nation and institution.

In a nutshell, a great vision and purpose for the organisation attracts commitment from people and energises them; creates meaning, hope and excitement; establishes standards of excellence, and bridges the present and future (19). It gives the road map and direction so that people know where they are headed.

Managing Self (Know thyself, own thyself and change thyself): This is an essential characteristic of a great leader. Our experiences have brought out that it is not so much about a great leader being one who has achieved the state of perfection. Rather, he is one who is constantly striving towards self-evolution. Secondly, even though he possesses flaws like other mortals, what sets him apart is his ability to manage them in such a way that they do not disturb his functioning as a leader. This is possible because of his unflinching drive to achieve and succeed. He therefore consciously strives to discipline himself wherever required. In this context, it is interesting that Alfred Sloan considered self-discipline as one of his greatest assets (20). Earlier experiences strengthen leaders psychologically, and self-discipline becomes a way of life. Percy Barnevik of ABB, toiled early in the family print shop in Sweden and continues to work hard even today (21). Similar zest for hard work characterises Jack Welch and Lou Gerstner. Matsushita grew up working hard. It has been said about Mahatma Gandhi that he had time for everyone and everything, including taking care of his pet goat. All of them are known for their zest and energy. Barnevik's favourite method of unwinding

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

is by jogging, for hours on end, with only short breaks to sip water (22).

Researchers (23) have found that emergence of leaders in leaderless groups depends upon one's ability to manage one's own behaviours, which is perhaps a key step to self-management. The leader's ability to manage himself largely depends upon his sensitivity to role expectations, self-knowledge, self-acceptance and self-esteem, which are discussed below.

a) Sensitivity to Role Expectations: The great leader is conscious of the behaviours expected of him as a leader, like mingling with people, being easily accessible, openness, cultivating with people, shaking hands, etc. As Iacocca said, "You don't succeed for very long by kicking people around. You've got to know how to talk to them, plain and simple" (24). He allows himself to be influenced by others, but does not get carried away by attributions and articulations about him. He plays his role, but without at the same time losing himself in it. He has an instinctive understanding of what makes people tick as individuals and in groups, and this he uses effectively. He strives for a balanced response to the adulation from those who surround him, without getting carried away. He is conscious that the power he holds (organisationally) influences people without his having to blatantly use it. Alfred Sloan's views on this are very revealing of his grasp of this secret — "I never minimised the administrative power of the CEO in principle when I occupied that position. I simply exercised that power with discretion. I got better results by selling my ideas, than by telling people what to do" (25).

b. Self-knowledge: This refers to one's knowledge of self in toto, that is including one's positive characteristics and traits, as well as weakness and blind spots. Inadequate knowledge regarding one's strength reduces self-confidence. Insufficient knowledge of one's blind spots, results in one becoming a victim of one's own weaknesses characterised by lack of adequate contact with reality, leading to inappropriate behaviour. The importance of self-knowledge has been highlighted from the age of the *Upanishads* in India, in Greek mythology, and also in the philosophy of the Tao in China. In fact, philosophers and psychologists have affirmed the importance of this characteristic for human evolution. "Know thyself, own thyself and change thyself," to be an evolving person is the famous dictum of the psychologist Nathaniel Brandon. Lately, management thinkers and practitioners (26) have been strongly emphasising self-knowledge for successful leadership. However, self-knowledge on its own is inadequate. It has to be combined with another characteristic, i.e., self-acceptance.

c) Self-acceptance: Nathaniel Brandon's 'own thyself' is the meaning underlying self-acceptance. One who accepts his negative qualities or weaknesses, releases himself to manage self and evolves. One who refuses to accept his weaknesses, blocks both self-management and self-evolution. Lee Iacocca brought out this point very clearly when he said, "mistakes are a part of life; you can't avoid them. All you can hope (is) ...and that you don't make the same mistake twice" (27). The *Bhagavad Gita* vividly brings out the importance of self-acceptance. "Let a man raise his self by his self, let him not debase his self, he alone, indeed is his own friend, he alone, his own enemy" (28). Self-acceptance leads to self-development, while absence of it debases the person.

d) Self-esteem: This is at the core of self-management. A sense of positive self-esteem comes from one's own qualities, as well as one's sense of competence and achievement. This provides the center or anchor point, which gives the person psychological stability. This internal stability and self-confidence ensures that he

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

is not swayed by adulation, and makes him immune to the advances of the flatterers who normally surround people in power. Incidentally, studies on the emergence of leadership in leaderless groups have shown that self-esteem and emotional stability are important characteristics of such leaders (29).

Self-knowledge, self-acceptance and self-esteem together have a powerful impact on the person. They provide him with a) the courage to surround himself with the best people, people who are leaders in their own right; b) the strength to face reality, however discouraging; c) resilience and openness to accept honest feedback and; d) do what is required for the benefit of the organisation. It gives the leader confidence to build and groom other leaders within the organisation for e.g. the chief of Pepsi, Roger Enrico (30) spends 100 days in a year developing leaders, rather than neurotically holding on to his position like many others. Leaders with high self-esteem have the admirable and important capacity to acknowledge their mistakes. According to Houghton (31), the CEO of Corning — "The one who says I may be right, rather than I am right, is the one who is able to listen, accept mistakes and ask for help". Conversely, he who operates on the 'I am right approach' would listen less, refuse to acknowledge mistakes, nor seek help. The ability to learn from their own mistakes has been found to be an important characteristic of successful people (32). What separates the leaders from the losers is that the former learn from their difficulties, make adjustments and move on, while the latter continue to gripe about it.

While lesser leaders would consider acknowledging mistakes a loss of face, the great leader views it in a matter of fact way. In our experience, we have seen scores of lesser leaders who felt that acknowledging a mistake is a sign of weakness. It is quite evident from the above that the great leader is able to manage his ego, which would otherwise cloud the vision and have a detrimental effect on analysis, decisions and actions. Many a leader has met his nemesis because of the inability to manage his ego. Self-esteem and self-confidence in a person also predispose him to trust others. Thus, the great leader is one who operates by trusting others, and thereby generating trust in return and a willingness to move with the leader.

At the height of power, the weak leader, one clinging to position alone, is bound to become suspicious that others are trying to pull him down. Being internally weak and insecure, such a leader would rely more on external affirmations to provide meaning to self. He also confuses role attributions with self and thereby gets seduced by flattery. Once those around him start feeding his suspicions with selective and distorted information, the weak leader turns paranoid. This leads to selective interaction and operating through a few selected people. He is open to information only from a few sources. He thereby distances people and alienates them through lack of trust. Researchers(33) have found that managerial incompetence is associated with untrustworthiness, over control, micro management, and irritability, in other words, failure to manage self. Stringing and responding to various situations, through one or other sub personality is also a characteristic of such a leader.

The great leader on the other hand, operates through the power of his total self and his holistic vision of life. This does not mean that he does not have internal conflicts. Like any other human being, he certainly would pass through such phases. But the distinctive characteristic which marks out the great leader, is his ability to pull through and act. He does this through an optimistic approach, and the focus on values and purpose.

Evolving Self (Life is evolution): Life is a challenge, a discovery, and an exploration.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

This is an important aspect of the leader - the ability and desire to grow and evolve into a better human being. Gandhi has been the living embodiment of this *mantra*. Tracing his life and work clearly reveals how he continued to absorb and learn from his life experiences in the UK, South Africa and India. His example shows that great leaders are not fixed and static, nor are they so flexible as to lose themselves. This characteristic ensures that they continue to be in tune with the people they seek to influence.

What is it that encourages and promotes such a psychological growth? Gardner's study of great leaders like George C. Marshall, Mahatma Gandhi, Martin Luther King, Robert Maynard Hutchins, Margaret Mead, Jean Monnet, Robert Oppenheimer, Alfred P.Sloan, Eleanor Roosevelt, Margaret Thatcher and Pope John XXIII, provides us with useful insights on the subject. Carl Rogers' conceptualisation of 'on becoming a person' also provides us with some answers. Gardner (34) found that the leaders that he studied were evolving, self-confident, experimenting, optimistic, and many had the feeling of being unique and different. Based on his long years of counselling experience, Rogers (35) concluded that self-esteem is the basic and essential characteristic of the evolving human being. Self-confidence and self-esteem along with purpose, push the leader towards reflection, improvement and self-evolution.

The evolution of the great leader is more like an unfolding and expression of what he is. Consciously or otherwise, there is a self-vision which is beckoning the leader on a path, which was set perhaps in the murky psycho dynamic conflicts of the struggle for psychological identity.

Typically, this self-vision is of a higher order, not mundane. The evolving leader indulges in self talk to consciously push himself to do what is difficult. The poem by Robert Frost beautifully catches the spirit of this aspect. To quote ....*"two roads diverged in the woods, and I took the one less travelled by, and that has made all the difference"*.A spirit of enthusiastic exploration, and discovery of life characterises these people.

The evolving leader has the exciting ability to be both part of the people and apart, by himself. The work by thinkers like Tichy and Devanna and Gardner's (36) shows that the great leader has the capacity to be in touch with the people, as well as to withdraw and reflect within himself. The importance of this ability to withdraw into himself for self-reflection has been amply described in the *Upanishads*, "Let a man strive to purify his thoughts. What a man thinketh, that is he; this is the eternal mystery ... Man becomes that which he thinks" (37). This characteristic helps the leader balance himself, a trait which is essential both for making accurate assessments and taking appropriate actions for growth.

These inner characteristics hinge on a set of core values and convictions. Great leaders have their own unique philosophies which contribute to their character and action. Their values and philosophy become the touchstone against which they compare their behaviour and make required corrections. Sloan spoke about 'the development of an industry that was to advance the economic and social status of humanity, more than any other,' (38). Likewise, other industry giants like Soichiro Honda and Takeo Fujisawa, founders of Honda company, gave the motto — "Be original ...work for your own sake" (39). Matsushita gave the mission "to overcome poverty, to relieve society as a whole from misery and to bring wealth, all products should be as inexhaustible and as cheap as water" (40). "We are all first and foremost human beings and we must relate to one another on that naked basis," (41) said the Mahatma. These leaders not just gave these values; their lives were an embodiment of what they preached. Thus, in the minds of the people, they stand out distinctly for these particular characteristics. Since

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

they become the living examples of what they preach, credibility of the leader and his ideas shoots up phenomenally and increases conviction among others as well as gains a larger following. The moral authority of the leader becomes very high as it happened in the case of Gandhi. Such leaders become role models for others. It has been said about Matsushita that as an inspirational role model he is without peer (42). His employees felt so inspired by his message and his embodiment of the same, that they came to believe that they were associated with a noble and just cause. Researchers have found that a leader's credibility may be the single most important factor in the subordinate's judgments of his effectiveness (43).

The evolving leader reveals some other important attitudes and behaviours. He is undaunted by failure, and perceives failure as an opportunity. Perhaps, sense of purpose provides him the courage to face failure. Courage gives him the ability to lose the battle, but still prepares himself to win the war. It is said about Microsoft (and Bill Gates) that they never, never surrender (44). The tireless articulation by Chairman Mr. Ratnakar of making 'Canara Bank the No. 1 bank', is a powerful example in the Indian context.

Another important attribute of the great leader is his openness to learning experience. This helps him not only to absorb feedback for self-correction, but also to make informed decisions. Leaders like Raghavan (ex-Chairman, MMTC) and Russi Mody have been found to fervently believe in such a philosophy. Russi Mody learned piloting (planes) at the age of 58. When Raghavan was given some feedback by us about his style, he said, "Thank you very much, even I can learn and change". Alfred Sloan said of himself: "I was keenly interested; I accepted every opportunity to learn more...." (45).

A weaker leader would be less evolving and therefore less open to inconvenient information and feedback. He would be driven more by power and less by ideals. As a result, there is bound to be greater defensiveness resulting in defensive reactions from others. His ability to relate with and inspire others is low. Therefore, his tendency would be to work through a coterie and doppelgangers, thereby alienating the rest of the people.

Contribution Focus (A man is equal to his contributions):

Human history has many examples of people who are admired for their creation rather than the position they occupied. The desire to create is a fundamental need to do something new and different, which contributes to the well-being of people and improves their quality of life. The great leader is possessed of such a desire.

In our work on transformational leadership, we found that leaders are inquisitive, risk takers and do not give up easily till they find solutions. Gardener's (46) study revealed that leaders display a willingness to take risks and reluctance to give up. Welch is known for his 'relentless focus and remarkable consistency' (47). The leader's greatest satisfaction and excitement lies in new and innovative approaches to problem solving. He is constantly seeking better ways and means to bring improvement. Gandhiji's entire life is the perfect example of a lifetime devoted to learning and experimentations leading to the development of his philosophy of satyagraha, which has been his unique contribution to the world. Matsushita's (founder of National Corporation) statement..."our primary concern is to eliminate poverty and increase wealth...by producing goods in abundant supply" (48) exemplifies the larger concern that motivated him.

Commenting on the extraordinary phenomenon that was Matsushita, Kotter (49) said — the single biggest theme that runs throughout his life is

CC-0 Agamnigarh Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

growth as a human being, as a business person and as a leader. He kept learning and reinventing himself with time, taking on in later life additional careers as an author, philanthropist, educator, social philosopher and statesman. Ibuka, co-founder of Sony said "the key to success for Sony ...is never to follow others" (50). Percy Barnevik successfully created a dynamic global entity out of ABB. The story of GE is one of continuous reinvention by Jack Welch. Early in his stint as Chairman, Welch and his team restructured GE, much before restructuring came into vogue (51).

At the root of this creative orientation is the desire to create an impact and make a difference to society i.e. make a contribution. Ibuka's (co-founder of Sony Corporation) assertion that "Sony is a pioneer through progress. Sony wants to serve the whole world, always a seeker of the unknown," (52) brings out the spirit of creation and contribution that pervaded the company. The leader who has such a creative contribution orientation would tend to encourage new thinking and learning. Such a leader would have a long-term rather than a short-term focus. Actions are decided not by populist expectations, but rather by what is the right decision for the organisation. Soichiro Honda (53) believed that to put short-term results before creative and original effort, is to court ultimate downfall. He encouraged his people to 'follow your dreams and keep a youthful outlook; respect theory, new ideas and time...'. When Tadashi Kume was one of Honda's R&D presidents, he gave the following speech to reinforce the creative spirit — "The driving force in the growth of an enterprise is ideas. At the R&D centres, priority should be given to ideas over technology, since technology is the crystallisation of ideas..."(54). Thus, under leaders with such value orientation, organisations have a greater opportunity to flourish and grow in creative performance and output. Kumeof Honda (55) even sought to make explicit the value base for creation in his company. He felt that when scientists know what they are doing, it contributes to better world, it boosts their morale and increases the work focus. The great leader is himself an example for others. He creates conditions where the creativity of others can flourish.

The lesser leader would be happy with the status quo and uneasy with change. Under such leaders, organisations get out of tune with the requirements and slip into stagnation and decay. Such leaders tend to focus more on instant popularity and easy options, and on personal projection rather than on organisational requirement. In any situation, he focuses more on adulation, popularity and personal gains, i.e., on what he gets, rather than what he gives. He is a man in a hurry and therefore has scant regard for projects that do not yield quick results. The lesser leader enjoys the trappings of power and consequently gets lost in it.

Quest for Immortality (One who lives for others, never dies): The genesis of evolving purpose, crafting vision, managing and evolving self, and enabling creation lies somewhere in the psychological urge to be remembered by posterity. Immortality is that secret desire that lurks in every human heart to perpetuate self, to leave an imprint, to be remembered long after one is gone. Ordinary mortals satisfy this desire by procreation; the great leaders seek immortality by building great institutions, organisations and nations. It is this quest for immortality that helps activate purpose, self-evolution, self-management, creation and contribution. Without this desire, the energies would lie dormant. It is ironical that most human beings die having used only a small percentage of their total energy.

All the five *mantras* are essential for the great leader. Any one mantra by itself,

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

without the others, would make the leader less effective. It is necessary to holistically invoke all the five *mantras* to lead. At the core of the five *mantras* discussed above, lie the values and philosophy of life of the person and these influence the interpretation of each *mantra*, either positively or negatively. The five *mantras* influence and reinforce each other. Although the values and philosophy of life have not been discussed separately, they nevertheless form the unstated, underpinning for each *mantra*. How these five *mantras* can be invoked at the self and institutional level is discussed here.

Individual Level: In order to trigger the leadership energy at the self-level, the aspiring leader must ask the following questions:

- *Do I have purpose and vision in my life? If yes, what is my life purpose and vision?*
- *Have I prepared a road map for my life journey with distinctive milestones to ream my vision? What unique contributions and creation have I made as compared to others?*
- *What do I enjoy more, my position or my contribution?*
- *Will I be remembered for anything in my life?*
- *Have I made any difference in the society?*

Asking these questions may sometimes create crisis and dissonance in life. However, it is important to do this in order to trigger the energy. In our observation, great leaders have been asking such questions, and therefore they continuously develop desire to soar to greater heights. Answers to these questions reveal where one is positioned on the continuum from an ordinary person to a great leader. In those cases where the answers are yes (and to the highest extent), one can conclude that such a person is on the track of great leadership. If the response to these questions is moderate, the quality exhibited is of an effective manager. However, a low/no response reveals the profile of a common human being.

Another way of energising self is to visualise role models and focus on them. It has been observed that leaders try to find role models by reading autobiographies and biographies of great leaders - for e.g. Bill Gates has a fascination for reading autobiographies of great people (56). They also seek inspiration by keeping portraits or statues of their heroes — for e.g. Russi Mody had replicas of both Napoleon and Gandhi on the shelf in his office room. When we questioned him about the two apparently opposite types of heroes, he replied, 'I admire both of them, because they have been men of action'.

Organisation Level: Organisational culture and work ambience also play a very significant role in building leaders. In the Indian context, Hindustan Lever and BHEL stand out for having produced many leaders for other enterprises. Worldwide, those organisations which create personal space for people; empower and support their people for experimentation; make organisations look outward; focus on contributions; respect people for contributions, and not hierarchy; and develop collectivity in their functioning and mentoring talent; are more likely to succeed in producing great leaders. Of these, however, the process of mentoring is the most important and crucial in converting the helpless corporate warriors into great warriors.

In fact, every human being needs someone like Krishna for guidance, counselling, dialoguing and monitoring to help them conquer their inner helplessness. Such a process also helps in elevating one's life perspective for higher purpose in life. Further, it shifts the focus from narrow functional/departmental/divisional goals to the holistic organisational goal. Thus, the process of Krishnaisation is important for promoting the culture of mentoring.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

Unfortunately, in India, we don't have many examples of companies that have evolved the process of Krishnaisation in building leaders. This process enables the leader to clarify and create the purpose and meaning of life and helps the leader in the journey of self-actualisation. Business organisations can learn the process of Krishnaisation from the field of sports. In the Olympics and other big time games, the coach plays a very important role in creating winners. In order to groom people for the corporate Olympiad, there is a need to institutionalise the process of Krishnaisation. Such a process would help in creating new vision and purpose; inspiring for action, unfolding the psychic energy, and instilling the desire to be remembered for posterity.

Conclusion

In conclusion, we would like to highlight that in the odyssey to leadership, the *mantras* discussed above, generate enormous energy within a leader to galvanise self as well as energise and inspire others. They instil in the leader self inspiration and perspective, to influence larger number of people; infuse invigorating energy in them; and lead them from confusion, inner contradictions and darkness, to the clarity of life goals and organisational goals. All these enable leaders and followers to collectively make mountains move. The process of Krishnaisation is thus sine-quanon at different levels of society to inculcate the five *mantras* in people to build them as great leaders.

References

1. Bass, B.M. (1990) Bass and Stogdill's handbook of leadership. N.Y. Free Press.
2. Bass, B.M. (1990) op cit; Bass B.M. (1985), Leadership and performance beyond expectations, N.Y: Free Press; Bennis, W., (1989), Why leaders can't lead, Jossey-Bass Inc., San Francisco, C.A,: Bennis, W. and B. Nanus, (1985) Leaders: The strategies for taking change. New York Harper and Row; Burns, J.M. (1978), Leadership N.Y.: Harper and Row; Conger, J.A. & Kanungo, R.N. (1988), Charismatic Leadership: The elusive factor in organisational effectiveness. San Francisco: Jossey Bass, Gardner, H. (1995), Leading Minds — An anatomy of leadership, Basic Books, Hogan, R., J.Curphy and J. Hogan (1994), What we know about leadership effectiveness and personality, American Psychologist, Vol. 49, No.6, pp. 493-504; Kouzes, J.M. and Posner, B.Z. (1987), The Leadership challenge, San Francisco, Jossey-Bass; Stogdill, R.M. (1974), Handbook of leadership, New York, Free Press, Tichy N.M. and Devanna M.A. (1986), The transformational leader, N.Y. Wiley.
3. Hogan etal 94 op cit.
4. Maharishi Mahesh Yogi (1980), Bhagavad Gita – A new translation and commentary, Age of Enlightenment Pubs. Jabalpur, India.
5. Nanus, B. (1992), Visionary leadership – Creating a compelling sense of direction, Jossey-Bass, San Francisco.
6. Morris, B. (1997), Lou Gerstner-IBM, Fortune, April 14, No. 7, pp. 31.
7. Deutchman, A. (1992), Bill Gates and Microsoft, Fortune, December 28, pp. 24.
8. Kirkpatrick, D. (1997), Andy Grove-CEO, Intel, Feb 17, pp.26.
9. Morris, B Op cit, pp. 32.
10. Loeb, M. (1995), Managing: Leaders and solution, Fortune, May 29.
11. Quickel, S.W. (1990), Welch on Welch, Fw/April3, pp. 63.
12. Singh.P and Bhandarker. A. (1980), Corporate success and Transformational Leadership, New Delhi Wiley Eastern, pp. 143.
13. Labich, K. (1990), An airline that soars on service, Fortune, December 31, pp. 96.
14. Welch, J. (1991), Jack Welch reinvents General Electric again, The Economist, March 30th, pp. 59-60 and pp. 62.
15. Quickel, S.W. (1990), op cit, pp. 66.
16. Gardner, H. (1996), op cit, pp. 36-37.
17. Busch August III in Turning your Business up-side down, interview by Gary Hamel, Fortune, June 97, pp. 47.
18. Nanus, B. (1992), op cit.
19. Nanus, B. (1992), op cit, pp. 16-17.
20. Gardner, H. (1996), op cit. pp. 132-145.
21. Schares, G.S. (1993), Percy Barnevik's global crusade, Business Week,Schares, G.S. (1993), op cit.
23. Zaccaro, S. J., Foti, R.J. and Kenny, D.A. (1991), Self- monitoring and trait-based variance in leadership: An investigation of leader

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

flexibility across multiple group situations, Journal of Applied Psychology, 76, pp. 308-315; Rueb, J.D. and Foti, R.J. (1990, April), Traits, self-monitoring and leadership emergence, paper presented at the Fifth annual conference of the Society for Industrial and Organisational Psychology, Miami, FL; Ellis, R.J. (1998), Self-monitoring and leadership emergence in groups. Personality and Social Psychology Bulletin, 14, pp. 681-893.

24. Iacocca, Lee and W. Novak (1985), Iacocca – An autobiography, Bantam Books, N.Y.
25. Gardner, H. (1997), op cit, pp. 139.
26. Bennis, W. and J. Goldsmith. Learning to Lead: A workbook on becoming a leader, Reading, MA: Addision-Wesly; Crouse, J.S. (1994), Vital speeches of the day. Lecture delivered at the National Student Leaders, Conference, Taylor Univ., Upland, Indiana, April 16, pp. 597-602; Bossidy, L.A - Chairman and CEO, Allied-Signal, Vital Speeches of the day, Delivered to the Economic Club of Washington, Washington D.C. (1996), June 19. pp. 744-747.
27. Iacocca, Lee (1984), op cit, pp. 61.
28. Bhagavad Gita (1980), op cit., chap 6, verse 5.
29. Rueb, J.D. and Foti R.J. (1990, April), Traits, self-monitoring and leadership emergence, paper presented at the Fifth annual conference of the Society for Industrial and Organisational Psychology, Miami, FL; Ellis, R.J. (1988), Self-monitoring and leadership emergence in groups, Personality and Social Psychology Bulletin, 14, pp. 681-693.
30. Tichy, N.M. and De Rose, C. (1996), The Pepsi Challenge: Building a leader-driven organisation, Training & Development, May, pp. 58- 66.
31. Houghton, J.R. (1996), Leadership, Seven behaviours for muddling through, delivered to the senior Leadership/Corporate Transformation Conference, Harriman, New York. April 11, pp. 571-574.
32. Bennis, W. (1993), Leadership and change, A talk with W. Bennis in Psychology Today, Nov./Dec., pp. 30-31.
33. Hellervik, L.W, Hazucha, J.F. and Scheneider, R.J. (1992) Behaviour change: Models, methods and a review of the evidence, in M.D, Dunnette and L.M. Hough (Eds), Handbook of industrial and organisational psychology (2nd ed, Vol 3). Palo Alto, CA Consulting Psychologists press; Peterson, D.B. (1993), Measuring change: A Psychometric approach to evaluating individual training outcomes, in V. Arnold (chair) Innovation in training evaluation: New measures, new designs, Symposium conducted at the eighth Annual Conference., Peterson, D.B. and Hicks, M.D. (1993, May), How to get people to change, workshop presented at the eighth Annual Conference of the Society for Industrial and Organisational Psychology, San Francisco.
34. Gardner, H. (1996), op cit.
35. Rogers, C. (1989), On Becoming a person: London: Constable.
36. Tichy, N. and M.A. Devanna, The transformational leader, John Wiley and Sons, New York 1986; Gardner H. (1996), op cit.
37. Watson, L.E. (1988), Light from many lamps, A Fireside Book, Simon and Schuster, N.Y. pp. 173.
38. Gardner, H. (1996), op cit, pp. 142.
39. Mito, S. (1990), The Honda book of Management, Kogan Page, London, p1.
40. Kotter, J.P. (1997), Fortune, March 31, pp. 33-41.
41. Gardner. H. (1996), op cit.
42. Kotter J.P. (1996), op cit.
43. Campbell. D.P. (1991), Manual for the Campbell Leadership Index, Minneapolis. MN: National Computer Systems; Harris, G. and Hogan, J. (1992 April), Perceptions and personality correlates of managerial effectiveness, Paper presented at the 13th Annual Psychology Conference in Department of Defense Symposium, Colorado Springs, Colorado, Lombardo. M.M., Ruderman, M.N. and McCauley, C.D. (1988), Explanations of success and derailment in upper level management positions, Journal of Business and Psychology, 2, pp. 199-216.
44. Deutcheman, A. (1992), Bill Gates and Microsoft. Fortune, Dec 28, pp. 22-29.
45. Gardner, H, (1996) op cit, pp. 199.
46. Gardner. H. (1996) op cit.
47. Morris, B. (1995),The Wealth Builders, Fortune, Dec, 11, pp. 40-52.
48. Matsushita, K cited (1990) in "Japanese Management: Thinking Long-Term", World Executive Digest, pp. 38, July 1990.
49. Kotter, J.P. (1997), op cit.
50. Schlender B.R. (1992), How Sony keeps the magic going, Fortune, February 24, pp. 76-84.
51. Quickel S.W. (1990), op cit.
52. Morita, A. with E.M. Reingold and M. Shimomura (1990), in Akio Morita and Sony – Made in Japan, Fontana Collins, (1990), pp. 82.
53. Mito, S. (1990), op cit, pp. 2 and pp. 7.
54. Mito, S. (1990), op cit, pp. 64.
55. Mito, S. (1990) op cit, pp. 63.
56. Abbiah, D and S. Ukpper (1986), The making of Microsoft, B.P.B. Publications, New Delhi.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

ACADEMY OF HRD: 25 YEARS IN THE PURSUIT OF KNOWLEDGE CREATION AND RESEARCH

Dr. RAJESHWARI NARENDRAN

"The treasure of knowledge neither can be stolen by thief, nor it can be snatched by a king's order; it neither is divided amongst brothers as a property, nor does it have a burden, rather it enriches (increases) if you spend it more... Hence, the treasure of knowledge is the best and most precious."
(Translation of a Sanskrit Shloka devoted to knowledge.)

True to the spirit of knowledge creation as well as academic research, the Academy of Human Resources Development (AHRD) is a premier pioneer institution devoted to cause of research in HRD. Conceived at the National HRD Network National Conference in February 1990, the foundations were laid under the stewardship of luminaries like Dr. Udai Pareek, Dr. T.V. Rao, Shri M.R.R. Nair, Dr. Pestonjee, Dr. Keith D'Souza, Fr. Abraham, Dr. Ishwar Dayal and many other professionals, with the active support of Ravi Mathai Centre, IIM, Ahmedabad under the institution building drive, and other progressive organisations.

The core of AHRD is academic research, in-company research/OD Interventions, publications, documentation and dissemination of best practices through MDPs and FDPs to bridge the gap between theory and practice. AHRD has also conducted many extension lectures, seminars, round tables and conferences successfully.

AHRD's flagship Fellow Program (equivalent to Ph.D./Doctoral Studies) is a well crafted and structured research program for HR professionals, practitioners and academicians, who have the urge to accomplish academic excellence and zeal to convert their knowledge and practice into research for present and future generations for larger impact/ presence.

AHRD caters to such working professionals by offering flexi-learning to doctoral scholars, where we conduct contact classes of 7-9 days once in three months, usually starting and ending with weekends for optimising time, for making 60 days of class room interactive facilitations. Thereafter, the professionals have to undergo a Project Assignment phase that involves paper writing, case study and critical review, and then the Thesis phase wherein they need to carry out original research. One can complete the doctoral program within 3 years.

The scholars can finish the 18 modules over a period of two years and simultaneously go for title defense once the basic research methodology and statistical modules are successfully completed. We also have crafted a special Professional Program for Graduate practitioners, after completion of which, they can opt for doctoral studies at AHRD.

Recently, the Academic Board led by Prof.Pradip Khandwalla (former Director, IIM, Ahmedabad) also suggested opting for e-learning modules for electives reducing contact program requirement, and off campus study options at Mumbai, Delhi and Bangalore, as scholar friendly steps.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

AHRD has a unique feature of having maximum research guides/supervisors (51) from the best of the best institutions like IIMs — Ahmedabad, Bangalore, Kolkata, Kozhikode and Udaipur, XLRI, MDI, SPJIMR, IMI, IITs — Mumbai and Delhi, NITIE, along with University of Kansas, UCLA, Drexel University (USA), London School of Business and few other prestigious Universities in India.

33 professionals have successfully completed the Fellowship Program, with Mr. M.G. Jomon being the first to do so in 1998. Others include Pallab Bandhyopadhyay, P.V. Bhide, N. Hariharan Iyer, Chandrima Bannerjee, Kuldeep Singh, Srinivas Rao Kandula, Madhavi Mehta, Liza Thomas, Anuradha Challu, Archana Arcot, Harismita Trivedi, Jacob Thomas, Shaily Mitra, Harry CD to name a few. It is indeed heartening to share that in 2015, 4 professionals have already successfully completed the Fellowship. There are 10 professionals currently pursuing the Fellowship Program.

The subjects and titles of Fellowship cover a wide spectrum of areas of Strategic HRM, Organisation Structures, Competence based systems, Performance Management, Leadership, Organisation Citizenship Behaviour, Commitment and Engagement, Career Anchors and Growth, Role Efficacy, Values, Empowerment, Organisation Culture and Climate, Mentoring, Knowledge Mangement, Learning and Development, HR Analytics, Diversity, Gen Y, Work Place Dynamics, HR Audit, Stress Management, Spirituality, etc.

I invite professionals to come forward, avail our special offer for the Fellowship Program on the occasion of AHRD's Silver Jubilee, and take a step forward for academic pursuit and contribute to making HR more visible, meaningful and impactful.

For more details, please visit **www.academyofhrd.org**

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Developing HRD professionals and enhancing HRD professionalism

25th ANNIVERSARY

Fellow Program
In General Management/ OB/ OD/ HRD

Silver Jubilee Offer Fellow Admissions Open Till June 20th

FELLOW PROGRAMS IN MANAGEMENT, HR & OD
2015-18 batch
Designed for your success!

Interested candidates / organizations may submit their applications

Silver Jubilee Offer:
Fees slashed from 5.5 lakhs to 3.5 lakhs
(service tax additional)

The Fellow Programs in Management, HR & OD are designed for working executives, academicians, training professionals and consultants. The Fellow Program is a Doctoral level program of the Academy of HRD. These programs enhance research aptitude in areas of Management, HRD and OD. They also update knowledge and understanding of the concepts, theories and practices in the Management, HRD, OD and OB areas, and prepare students to improve and realign organizational and human processes. They are part time programs.

NEED FOR THE PROGRAMS

When organizational experiences are systematically researched and analyzed, they facilitate organizational change processes viz. restructuring, right-sizing, process improvement etc. Internal research, process analysis, and HRD audit have become essential for evaluating and validating the effectiveness of HRD policies, systems and interventions in organizations. These programs create the necessary research skills and knowledge for teaching and in-house research.

TITLES AWARDED

Fellow Program students, after completion of all the requirements of the program are awarded the title of '*Fellow of the Academy of Human Resources Development*'.

DURATION

The three-year program has three major phases – a Preparatory Phase, Study and Project Assignment Phase, and Thesis Phase.

THE ACADEMY OF HRD

The Academy of Human Resources Development is India's premier institution specializing in human resources development for all organizational forms. Between 1998 and 2010, twenty nine scholars have been awarded the title of "*Fellow of the Academy of Human Resources Development*", and are currently associated with leading educational institutions (like XLRI, Nirma, VIT, IRMA, etc.), corporates and NGOs. Eminent faculty from the Indian Institute of Management, Ahmedabad, CEPT, Nirma, MICA, etc. several renowned management teachers, CEOs and HRM leaders with a strong commitment to the creation of researchers for the country teach in the Academy of HRD's Fellow Programs.

OPTION FOR M.PHIL & PH.D

Candidates registered for the Academy of HRD's Fellow Program can simultaneously register for a PhD / M. Phil with CTU (Calorx Teachers University) provided all the requirements of CTU are met.

HOW TO APPLY

The prospectus, application form and written test can be downloaded from www.academyofhrd.org and sent to the following address with an at-par-cheque payable at Ahmedabad or a demand draft in favor of "Academy of HRD" for Rs. 1,124:

Academy of Human Resources Development, Ayana Complex, 2nd floor, Opp. Suvarnavilla Bungalows, Thaltej-Hebatpur, 100 ft. Road, Thaltej, Ahmedabad – 380059, Gujarat, India. Tel.: +91-79-30482224-27, Fax: +91-79-30524949
E-mail: seena@academyofhrd.org , admin@academyofhrd.org , Website: www.academyofhrd.org

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

BOOK REVIEWS

1. RESEARCH METHODS IN HUMAN RESOURCE MANAGEMENT – INVESTIGATING A BUSINESS ISSUE

ISBN : 978-93-5029-433-8

Author : Dr. VALERIE ANDERSON

Publisher : CIPD PUBLISHING, 2004

"Research Methods in Human Resource Management – Investigating a Business Issue' authored by Dr. Valerie Anderson, Principal Lecturer in HRM at Portsmouth University Business School is a terrific reference in the area of research. The book gives HR students, professionals and researchers an opportunity to understand and develop their knowledge and skills of researching, whilst strengthening their analytical mindset.

The book is a prodigious mentor in assisting the readers introspect their thinking patterns and style of researching, challenge the status quo, understand an organisational problem better, and obtain clarity through a detailed and structured enquiry. While choosing a research project in HR, the book attempts to clarify perspective of the researcher as well as the organisation, where in, it is crucial to comprehend that the project taken by the researcher is relevant to the organisation's overall mission and objectives.

We believe that research contributes immensely in the development of HR at strategic, policy and operational level. Anderson also stresses upon the importance of research in developing the HR practice. While research evidence is used to justify efficacy of a HR practice, it is also used to evaluate the success of HR initiatives and activities in an organisation. HR practitioners can learn how to implement various action-focused, evidence-based organisational research involving interrelated processes of diagnosis/planning, action, observation and reflection.

The book through case examples attempts to break down complex research processes into doable activities and helps make research in HR look interesting. Different research approaches have been discussed, and their relevance for different scenarios. It collates data from across the globe and aptly mentions original references or inventor/s of the method/process,so that one can revisit and develop further understanding if need be.

As a reader progresses, the book becomes more intense in illuminating the research process, implications of each step through detailed, yet simple explanation of step by step process with live case studies/ small projects covering practical, day to day HR issues, coupled with reference discussions which enables understanding the theory better. It not only provides the 'what' of the process, but also attempts to answer the 'how's and 'why's. In every step, most references prove presence of alternative methods, so that there are options available for a learner to execute any particular step effectively.

Anderson has appositely sequenced the book in four parts. The first part defines the researcher, the approach methodology and the project. The second part enlightens the Planning process – by

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

defining objectives of the research, identifying different and available sources of literature, how to draw inferences from already available data, either from documentary evidence or organisational evidence, potential sources of data and signifying the prominence of each type of data in HR research. Anderson also provides four useful research strategies as approaches: cross-sectional research, case study research, action research and comparative research.

Ethical issues which can arise in the research process have been covered in quite a detailed manner by Anderson. Within any business organisation there are difficult ethical dilemmas which are generally faced both by internal and external researchers. Anderson explains that explicit concern with ethical issues is a fundamental feature of good research in HR. Author also gives insights to key ethical principles relevant to research and provides circumstances where ethical issues can arise in the research process.

While part one and part two emphasised on the strategy of the research, part three and four focus on the execution points. Part three covers process of data collection and analysis, utility and usage of quantitative and qualitative data, converting data into information, and using data analysis to answer research questions.

We believe that data gathering is very useful but many a times the most difficult stage of any research assignment in HR. Theory is both relevant and useful to HR professionals who make use of a range of frameworks and it is possible to understand the relationship between theory and data in terms of how we learn to make sense of the world. In HR research, qualitative data gathered from observation and participation, interviews or conversations, individual accounts or diaries of event and focus groups are also helpful to identify the extent to which things are, or are not, occurring in organisations.

In many HR analyses, correlation and factor analysis are quite widely used to measure the strength and the direction of association between different quantitative variables. Anderson has explained in great depth the concepts of identifying and implementing appropriate statistical tools to help interpret quantitative data – Spearman's correlation test, Pearson's correlation test, factor analysis, scatter gram, chi-square test and the Mann-Whitney U-test.

Part four which is a guide to a project conclusion, emphasises the criticality of report writing and communicating one's enquiry. It is also important to understand why, what, when and for whom to write the HR research report, and after reading this book, one will gain a very good understanding of the length, structure, style, format and assessment criteria for both academic and management research reports.

A reader of this book will find the "Reflect and Review" section, given at the end of each chapter, most beneficial, since it covers a threefold analysis of learning including Self-test of learnings; Review questions like deadlines, timescale, and resources required; and finally questions for Reflection such as effective planning, one's role as a researcher and strength-weakness analysis of self and conditions. "Explore further" section of the book gives numerous references to useful research reading in relation to the given chapter.

In this ever changing business environment and in operating through so many ever changing input variables, there is a need for HR practitioners to develop problem solving capability benefitting all

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

stakeholders, backed by a research mindset – who can evaluate innovative practices, develop and implement new forms of HR interventions, and in the process generate knowledge and learning. It is in this context that this book by Anderson is like a god-send, not just for those intending to do research, but also for practitioners of HR.

Reviewed by:

Arnab Goswami and Paridhi Gupta

Arnab Goswami has 16 years of diverse industry experience, both as Business Manager and HR Leader with Tata Global Beverages, Tata Communications, Tata Chemicals, ITC Infotech-Client Logic and HCL Technologies. He started his career as a Management Trainee in Operations with Tata Global Beverages and worked for over 6 years as a Business Manager. In his HR innings, Arnab has led / is leading diverse value creating initiatives in Organisation Effectiveness, Talent Management, Leadership Development, Talent Acquisition and Business HR. He is an Economics Honours graduate from University of Calcutta, with a PGDBA in HR from Symbiosis CDL and has done Executive Program in Management with specialisation in HR & Marketing from IIT Bombay. Arnab is currently the Business HR Head for New Businesses and Innovation Centre of Tata Chemicals and is based out of Pune.

Paridhi Gupta, an MBA in HR from Sri Balaji Society, Pune, with Masters in Labour Laws & Labour Welfare from Pune University and a Management graduate from Mumbai University, works as the HR Business Partner at Innovation Centre, the Research and Development wing of Tata Chemicals. Paridhi joined Tata Chemicals as a Management Trainee and has 3 years of experience in Supply Chain Management, Community Development and varied domains of strategic and business HR and finds her passion in Talent Management and strategy.

---

2. LEAN IN — WOMEN, WORK AND THE WILL TO LEAD

ISBN : 978-93-5029-433-8

Author : SHERYL SANDBERG

Publisher : RANDOM HOUSE, 2013

Introduction

When Prabhakar invited me to do a Book Review and shared the topic 'Research and its applications in HR' as the core theme for this edition of the Journal, I could straight away think of '*Lean-In*'. Yes, because it is on a topic close to my heart, but more importantly for the strong underpinning of quantitative and qualitative Research and Personal Reflections in Sheryl Sandberg's approach.

The author creates an instant connect with her factual information from across the world including India, about gender stereotypes, leadership, parenting and being better human beings. The power of the book comes from it being a perfect combination of 'experiential sharing' and 'insights' from several researches. In fact, the 'Notes' at the end of the book, by themselves make for a fascinating read, as many are synopsis of the researches. There are so many interesting researches referred to, that it becomes difficult to pick. Amongst the many, I found the 'Heidi / Howard' experiment to understand success and likeability; and the study conducted by Early Child Care Research Network to understand effect of exclusive mother care and child development, very interesting.

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Sheryl Sandberg is earnestly reaching out to all professional women with a powerful message to literally "*lean in*" - into the corporate world, to believe in their capabilities, not compromise on what could be rightly theirs, without feeling guilty, just because they are women. The book challenges stereotypes of men and women - in workplaces and in personal lives. We constantly talk about men and women being equal, but it's not yet a reality. Even when women occupy top positions in organisations (the percentage still quite low); society is yet to accept them completely, the playing field continues to remain different for men and women. Sandberg urges men to partner their women, at homes and at work places, so that both could pursue their ambitions, whatever they might be, in a truly equal society.

Content Summary

Presenting from research and studies by social scientists, Sandberg highlights how gender stereotypes sown since childhood continue into the work space.

- Girls with leadership abilities are termed "bossy"; however boys being boys, no one is offended by their "bossiness". Professional ambition is not seen as a positive trait in women, though research also shows a shift in the younger generation. Women judge their performance worse than it actually is, and men judge their performance better than the actual. A man explains his success with his innate qualities and skills', a woman attributes this to external factors like support from others or that she "got lucky".
- Men are more likely to reach out for opportunities/new projects; women are more cautious about role-changing, seeking new challenges. Men stereotype holds they are decisive and driven; women are caregivers and sensitive. If women behave forcefully or competitively, it endangers these stereotypes we have created; if she pushes to get a job done, or focuses on results than on pleasing others, she's acting like a man and people dislike her. Men negotiate more than women and even though women can negotiate as well as men, they are looked at unfavourably when they actually do so.

Quoting relevant research and social studies, she breaks certain myths that are embedded in our society, especially the intersection between parental roles and professional roles and its impact of the family.

- Children absolutely need parental involvement, but parents who work outside the home are capable of giving their children a loving and secure childhood. Data suggests that having two parents working outside the home can be advantageous to a child's development, especially girls.
- Society gives accusatory looks at mothers that they are short changing jobs and children. However, research data proves that sharing financial and child-care responsibilities lead to less guilty moms, more involved dads and successful kids.
- The risk of divorce reduces by half when a wife earns half the income and husband does half the housework. Equality between partners leads to happier relationships. Children need to see these dynamics changing so that their generation will follow the example.

Very few workplaces offer flexibility, access to child care, parental leave, all essential for pursuing a career while raising children. While these are external barriers created by society, women are also hindered by the barriers they create within themselves. They think it's wrong to be outspoken

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

and aggressive, compromise on their career goals to make room for their partners and children and compared to males, fewer aspire to senior positions even though they might have the capability.

Sandberg's personal experiences are woven throughout the book, to encourage professionals to be better leaders, better parents, and better people:

- There was a risk involved when she joined Google; a relatively unknown company at that time. She had earlier embraced uncertainty at Facebook, by prioritising potential for fast growth & company's mission above the job title. She advises people to seek out diverse experiences as useful preparation for leadership.
- People should bring their whole selves to work instead of putting on an "all-work" persona. They will benefit by expressing the truth, talking about personal situations and acknowledging that professional decisions are often emotionally driven.
- Sandberg draws attention to the importance of mentorship in professional careers. Since there are already fewer women in leadership roles, it's difficult for junior women to be mentored by senior men; hence she urges companies to foster and reward behaviours of men who sponsor junior women, to boost their performance levels so that everyone flourishes.
- A personal learning she received from Mark Zuckerberg, "If you want to change things, you can't please everyone. If you do please everyone, you aren't making enough progress."

Conclusion

A book where the author extensively backs up her messages with compelling research, data and real-life experiences. This included specialised research like the ones done by Clayman Institute of Gender Research, or research from leading institutions like Stanford and Harvard on aspects like setting goals for happiness, and negotiations respectively. Her observations, though at times repetitive especially on stereotyping, therefore come as not merely as personal comments, but also as authentic, objective information. Having been a part of Facebook and Google in leadership positions (two of the top companies of the world), she has the ability to make a connection with the reader with her honesty and passion regarding the subject of "women in leadership".

Sherly Sandberg hopes for a better world, one where half our institutions are run by women and half of our homes are run by men. As someone who's a career woman and a mother, I share Sheryl's dream of a world we all deserve, a world where men and women are able to pursue their personal and professional goals without being ridiculed or criticised. I also share her passion for a research mindset and an inter-disciplinary approach to issues.

If you are a woman in a leadership position, or a woman trying to balance career and home, this is an inspiring piece for you. If you are someone who's taken a break from your career, Sherly may encourage you to review the space you are in. It's also a book for men who can help facilitate this change, by supporting women at home and at work, to create a truly equal world, where there are no male and female leaders, there are just leaders. And, last but not the least, if you are interested in learning and researching on gender diversity, this could be a must read.

Reviewed by:

Rekha Rao, *Senior Manager, Human Resources at Fortis Healthcare.*

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

pFRda

Help your employees secure their financial future through retirement savings

nps national pension system

National Pension System (NPS)

- ✓ Regulated, Transparent, Low cost, Convenient, Voluntary Savings Option
- ✓ Tax Benefits, Market-linked Returns and Saving Potential with Regular pension

Employer Benefits

- ❑ Low administrative burden
- ❑ No filing returns
- ❑ No inspection and audit
- ❑ No scrutiny, penalties notices
- ❑ Regulated Service Providers
- ❑ Contribution - a business expense

Employee Benefits

- ❑ Govt. Regulated and safe
- ❑ Transparent & Convenient
- ❑ Low cost
- ❑ Tax benefits
- ❑ Market Linked returns
- ❑ Regular Pension

Your Preferred PoP Service Partner

Our Mission... Your Growth

CAMS

Computer Age Management Services Pvt. Ltd
Visit CAMS @ any of our 266 service centers
www.camsonline.com
For a personalised Service, contact
Mr. Sorko Bonss @ camsnps@camsonline.com
044-30212330 /28432330/64508039
Corporate Office:
158- Rayala Towers, Anna Salai- Chennai-600 002

CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

ABOUT THE JOURNAL

The National HRD Network publishes a semi-academic quarterly journal where in each issue is dedicated to a theme.

The Journal publishes primarily three categories of articles :

- Conceptual and research based
- Contributions from thought leaders including a limited number of reprints with due permission
- Organisational experiences in HR interventions / mechanisms.

About this issue :

The current issue is on the theme of Research and Evidence based HR, aimed at reinforcing and encouraging a research mindset amongst HR professionals.

Editorial Board Members :

Dr. Pallab Bandyopadhyay, Managing Editor, is a Leadership Architect, Career Coach, Change and Transition Specialist with thirty years of successful professional experience in managing entire gamut of Human Resources Management with proven expertise in managing multicultural globally distributed knowledge professionals. He has rich experience in companies like Citrix, Dell Perot, Cambridge Solutions, Sasken and ALIT. He is a doctoral fellow in HRD from XLRI, a product of NTL, USA and provides HR consulting with many large Indian and MNCs and start-ups in the area of Leadership coaching, Organisation development, Long-term capability building, Strategic change and Organisation alignment.

Dr. P.V.R. Murthy is a product of IIT, Kharagpur and IIM, Calcutta with close to thirty years experience in HR field. He founded and runs an executive search firm Exclusive Search Recruitment Consultants. He is associated with a number of academic institutions. He is trained in TQM in Japan and in human processes from ISABS and NTL, USA. He is the Past National Secretary of National HRD Network.

Dr. Arvind N Agrawal serves as the President and Chief Executive of Corporate Development & Human Resources and Member of Management Board of RPG Enterprises. Dr. Agrawal has worked at RPG Enterprises since 1999 and his current responsibilities in RPG comprise of HR and TQM. He held senior positions in Escorts and Modi Xerox. He was the past National President of National HRD Network. Dr. Agrawal is an IIM, Ahmedabad and an IIT, Kharagpur alumni, and also holds a Ph.D. from IIT, Mumbai.

NHRD firmly believes in and respects IPR and we appeal to the contributors and readers to strictly honour the same.

For any further clarifications, please contact :

The Managing Editor
Dr. Pallab Bandyopadhyay, Leadership Architect and Career Coach, HR PLUS
Sri Nrusimhadri, Flat No 303, Third Floor, No 12, 2nd Main, 7th Block, Jayanagar, Bangalore-560070
bandyopadhyaypallab@yahoo.co.in

CC-0. Agamnigam Digital Preservation Foundation,Chandigarh Funding by IKS-MoE-2025-Grant

Gandhi Memorial College Of Education Bantalab Jammu

National HRD Network

The National HRD Network, established in 1985, is an association of professionals committed to promoting the HRD movement in India and enhancing the capability of human resource professionals, enabling them to make an impactful contribution in enhancing competitiveness and creating value for society. Towards this end, the National HRD Network is committed to the development of human resources through education, training, research and experience sharing. The Network is managed by HR professionals in an honorary capacity, stemming from their interest in contributing to the HR profession.

The underlying philosophy of NHRDN is that every human being has the potential for remarkable achievement. HRD is a process by which employees in organisations are enabled to:

- acquire capabilities to perform various tasks associated with their present and future roles;
- develop their inner potential for self and organisational growth;
- develop an organisational culture where networking relationships, teamwork and collaboration among different units is strong, contributing to organisational growth and individual well-being.

NHRD NETWORK
www.nationalhrd.org
CC-0 Agamnigam Digital Preservation Foundation,Chandigarh.Funding by IKS-MoE-2025-Grant